Personnel services office to centralize employe policy

12 Aug 71
By LINDA L. HALSEY
Lantern Staff Writer

An office of personnel services was created by the administrative realignment because "the University needs someone to coordinate University personnel plans, policies, programs and procedures," according to Madison Scott, newly appointed director of the office.

"I will also have a further responsibility to improve the University's relations in terms of personnel services for all employees," Scott said.

Scott's appointment will take effect on Sept. 1. He is currently director of the University's affirmative action program.

He said his office must "provide guidance to operating officials in accomplishing their departmental missions. But it won't be my function to get in the way of officials' programs or to create administrative entanglements."

Scott said he has no preconceived ideas about what he should do in his new position. "We must first analyze existing policies, programs and procedures to determine what exists. Then we can conceptualize about what our recommendation to the University for personnel systems should be."

He said he has been able to discover through his work in the affirmative action program a "number of inadequacies in the present personnel management program such as "a lack of a precise definition of policies and procedures and a lack of record-keeping processes."

Personnel services is now handled entirely by vice presidents and department officials.

Under the reorganization it will be University-wide but Scott said he doesn't expect a great deal of change because "the personnel problem should be met at the departmental level. As a practical reality these problems can't be isolated and transplanted to the personnel services office. We're obviously far removed from the scene of the action."

Scott said he plans to consider developing an employe information system to provide data on individual employes "in a consistent manner."

Scott also plans to "formulate recommendations that will serve as a basis for the establishment of ongoing functions of the office of personnel services office."

After taking over his new position, Scott will remain director of the affirmative action program, but he said a new staff is being developed with a woman associate director "to assist in the administration and coordination of the program and to deal with women's affairs."

He said the affirmative action program is basically "an attempt on the part of the University to strengthen its efforts to insure equal opportunity in education and employment for women and minority groups on a broad basis."
### ACCUMULATIVE NUMBER AND PERCENTAGE OF PERSONNEL BY AGE

**AT THE OHIO STATE UNIVERSITY**

**AS OF OCTOBER, 1972**

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| Source: Personnel Data System as of October, 1972. This includes the October monthly payroll and Pay Period 8 (from October 2, 1972 – October 15, 1972). Note: Multiple appointments have been eliminated. | Office of Personnel Services 5/15/73 |
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As of October, 1973

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Total: 23,545 100.0
Faculty, staff looking for jobs

Service seeks jobs

By Michelle Gottlieb
11-6-74
Ohio State University faculty and staff members seeking new jobs on or off campus can get help through the Professional Employment Services Office in Archer House, 2130 Neil Ave.

The employment office does not hire the applicant, Frank H. Burdine, director of the Professional Employment Services Office said. It acts as a referral agent, consults with the employing unit and arranges applicant interviews and informs the applicant of the employer's decision.

"We are basically the middle man between the applicant and the department," Burdine said.

THE NUMBER of available jobs may vary from week to week, depending on the time of year. Position turnovers usually begin between Jan. 1 and spring, so there is a greater number of jobs available during this time, Burdine said.

Qualified staff applicants are considered for a vacancy in the following order:
- Eligible staff members who are or will no longer be employed due to a reduction in force;
- Eligible staff members who have made application for the vacancy; and
- Eligible outside candidates.

STAFF members serving a probationary period of six months are not considered for a promotion in order to allow time for an evaluation of their current work, Burdine said.

Selection of an applicant is based on his education, skill, experience, training and ability. If there is more than one applicant, the most qualified person is given preference and if two applicants have the same qualifications, the person with the longest University service is preferred.

IN ORDER to keep the faculty and staff informed of new or vacant positions, University Personnel Postings (UPP) is published weekly by the Office of Personnel Services/Professional Employment Services.

UPP is posted every Monday and stays up for five days. There are four specific UPP posting sites: Archer House, the Personnel Employment Office, the Administration Building and University Hospital, he said.

BURDINE said about 150 UPP are posted at various campus locations and about 550 University administrative employees, such as deans, directors and department chairmen, receive UPP through the Chairman and Dean Mailing List.

Applicants must complete and file a Request for Promotion Consideration Form 8931. Forms are obtained from the Personnel Office, Archer House, or job supervisors.

Burdine said persons applying for faculty positions not only should file resumes with the employment office, but make specific contact with other areas, such as the academic department offering the job.

Office helps OSU employes

Employes with questions or problems concerning their work at Ohio State can get help in the Office of Personnel Services.

These services have been centrally located in Archer House since Oct. 1, 1971.

According to Steve Stoffel, manager of special programs in the Office of Personnel Services.

Madison H. Scott, executive director of personnel services, initiated the centralizing of the tax and student fee waiver office and the payroll department from the Administration Building to Archer House last year.

He said the role of his office is to give guidance to departments in making their decisions and not to control set policies or cause administrative entanglement.

The Office of Personnel Services was created during the summer of 1971 in an effort to increase the efficiency of administrative functions involving University personnel.

Except for student employment, which is handled through the Student Services Building, and applications for University employment, which is handled by the Employment Office at 45 W. 11th Ave., the office handles all personnel problems, according to Stoffel. He said the office is involved with insurance policies, wage fees, benefits, pay roll, internal research groups and personnel data records.
Campus workers a complexity

Employe management sound'

By Mary Ann Gera

'Last year,' the University paid more than $164.2 million to 37,007 employees. That was the payroll for all Ohio State faculty and staff members.

The payroll department of the Office of Personnel Services pays an average of 23,000 full and part-time employees a month, but annual totals are larger because they included temporary employees and those who quit within the year, said Madison Scott, assistant vice president and coordinator of the office.

The University has a "full-time equivalent" of about 16,800 persons in its workforce, said Sherril A. Cloud, manager of personnel research and information in the personnel office.

IN AN effort to meet the needs of these employees and to develop improved systems of personnel administration within the University, the Office of Personnel Services was created in September 1971.

"Our program is essentially just good, sound personnel management," said Scott.

Previously, the function of personnel services was performed by several offices, Scott said. The centralized offices, located in Archer House, operate "in an advisory, support and auxiliary capacity" for the University in its employee relations, he said.

Scott said the role of his office is "to provide an overall framework in which the University can make realistic assessments of its personnel needs and requirements to insure the accomplishment of agreed-upon personnel objectives."

Functions within the office include all aspects of employer-employee relations — including salary and wages, benefits, recruitment and placement, and even union-management relationships, Scott said.

His office also is responsible for implementing all federal, state, local and University rules and policies related to personnel.

The employees are classified into four categories: faculty members, classified civil service employees, administrative and professional employees and student employees.

THE FACULTY category includes positions from instructor to full professor, all eligible for tenure.

The civil service positions are set up by state law, Cloud said. Employees in these positions are subject to civil service laws and regulations for wage and salary increases. Personnel services usually determine the title associated with a particular position at the University, based on the description and nature of the duties involved, Scott said.

WHEN THE description for a certain position fits a class title found in the civil service classifications, the employee will receive that title and be subject to state regulations outlined for civil service employees, he said.

For administrative and professional employees, this includes all positions which are neither faculty nor within categories of civil service employment, Cloud said. Individuals employed in administrative affairs within the various departments and colleges of the University and hospital researchers are examples of positions in this category, she said.

With students employees, any working individual enrolled full or part-time in classes is classified in this category, Cloud said. The majority of positions are part-time, since most students employees are enrolled in school full time.

THOSE FULL time employees who attend classes on a part-time basis may be classified in one of several categories. Cloud said. Some employees, though temporarily working full time, attend classes part-time with intent to pursue a degree and can be classified as student employees.

Lectures and graduate associates in research and teaching positions also are included in the student employe category, she said.

IN ADDITION, professional employees, such as stagehands, printers, bindery men and pressmen may be members of specialized trade unions not affiliated with the University.

Wages and salaries for University employees are "determined by the president in consultation with his staff and approved by the Board of Trustees, with exception of civil service employees," Scott said.

Their classification and pay rates are mandated by the regulations established by the state legislature, he said.
Personnel meets faculty, staff needs

University employe services united

By Mary Ann Gera 11-15-74

"The key to our operation is the way we provide service and support," for the various operations of the University, said Madson Scott, assistant vice president for the Office of Personnel Services.

Personnel services provides a central coordinating office within the University to meet the diverse needs of approximately 15,000 university employees — faculty and staff, Scott said. He also accomodates the formerly scattered offices of Benefits Administration, Scott said.

THE FOLLOWING benefits are coordinated within the Office of Personnel Services: employees' retirement, tax deferred annuities, holidays, surance, hospitalization, leave of absence, employment and workmen's compensation, jury duty, and sick or military leave.

The University's work force comprises about 25 percent of the total campus population, according to statistics issued by the Office of Registration Services and the Office of Personnel Services.

The division of salary and wage administration is part of the personnel services office. Only the wages of civil service employees are subject to legislative measures and annual pay scales. All other employee salaries are determined by the University president as determined and approved by the Board of Trustees, said Scott.

"Many pay rates are determined on the basis of different values of criteria, such as education, training, experience and academic degrees," said Scott.

"Each department also has slightly different systems for assigning position titles. This makes it even more difficult to determine whether or not inequities exist," he said.

THE SALARY and wage division was created "to be sure that the University is in compliance with the law" regarding employee rights and responsibilities, said its coordinator, Paul Cash.

"The didivision hopes to assure internal equity as far as pay, so that any two individuals doing the same or a similar job are receiving the same or similar pay," Cash said.

The salary and wage staff also examines titles and positions of civil service employees to assure that they are correctly classified, he said.

For the large category of unclassified University employees, the staff has been surveying duties of various jobs and assigning title classifications to them.

The purpose of a classification system is to get compliance and agreement as to what duties are assigned to a certain title or job position, Cash said.

SUCH STUDIES are necessary since job positions are never absolute, but constantly changing. Often two jobs start with the same duties, but evolve differently in time, he said.

The Office of Personnel Services helped implement the 1974 Fair Labor Standards Amendment into University policy, Scott said. The amendment raised the hourly minimum wage for University student employees from $1.60 to $2 Spring Quarter.

Personnel services also plays a role in the recruitment, selection, placement and termination of employees.

"We do not and cannot select individuals for positions in the various departments," Scott said. "What we can do is assist departmental officials with their candidate search and selection decisions, and see that the rules and regulations are maintained."

He said it is not their job to make the recruitment program more complex with programs, procedures and bureaucratic entanglements, he said.

In the area dealing with training and personnel education, the office provides resource training "to enhance employees' performance capability" in the positions they now hold, Scott said.

THE OFFICE of Personnel Services provides statistical material for the University. Data from personnel surveys provide information facilitating the decision-making process for various administrative officials, Scott said.

Union-management relationships are included in the scope of the personnel office.

The division of Employee Relations maintains liaison between the unions and management of Ohio State, said its director, Carl Sturnm.

Sturnm said three unions have labor contracts with Ohio State: The American Federation of State, County and Municipal Employees (AFSME); The Ohio Civil Service Employees Association (OCSEA); and the newest union, Ohio State Government Employees (OSGE).

OSGE signed a contract with the University July 11, Sturnm said.

About 1,700 University staff, mostly blue collar and clerical workers, belong to at least one of these unions, he said.

IN ADDITION to union relations, Sturnm handles top level grievance procedures submitted by employees.

If employe complaints have not been acknowledged by the immediate or departmental supervisor, grievances are then filed with the Office of Employee Relations, Sturnm said.

"Our most common problem in the grievance area is employees dissatisfied with their class level," he said, "and subsequently with their wages, he said.

Employees who feel they've been discriminated against by superiors or those protesting disciplinary actions for insubordination also submit complaints to this division, he said.

Scott also heads the Affirmative Action division of personnel services. This division reports directly to the University president. It assists the University in identifying problems and setting up programs to establish equal employment opportunities for minorities, Scott said.
TO: Deans, Department Chairpersons and Administrative Officers

FROM: Madison H. Scott

SUBJECT: Hourly Student-Employee Wage Rates

As you may recall, a U.S. Supreme Court decision several years ago established that state agencies and institutions are exempt from the purview of the federal Fair Labor Standards Act (FLSA), including minimum wage standards. Despite this ruling, a University policy decision relative to student-employees was made early on to adhere as closely as possible to the federal minimum wage standards.

Consistent with this decision and based on a review of the hourly compensation rates for student-employees in the context of both changing economic conditions and prevailing state/federal standards, the decision has been made that beginning with the 1980-81 fiscal year, the hourly pay rates for student-employees will be adjusted as noted herein. This memorandum is provided for your reference and information in the budget planning process.

For student-employees paid biweekly on the hourly Wage Payroll, this change will become effective Pay Period 1 which begins June 30, 1980. A table of the revised pay ranges and steps is included below. On June 30 this table will supersede the information currently published in the “Student-Employees” section of the Operating Manual (Policy Number 45.0, p. 14 of 29).

If there are questions or concerns with regard to the new hourly rates for student-employees in your area, please call the Compensation Services section of this office at 2-2311. Your assistance in the implementation of this change will be very much appreciated.

MHS/mw

Student-Employee Hourly Rates
Effective June 30, 1980

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State fund cutbacks cause hiring freeze, possible tuition hike

By Pat Patterson
The Lantern
11-12-80

President Harold L. Enarson Monday ordered an immediate freeze on hiring and equipment purchases of more than $500 to help offset a $5.4 million cutback in state funds.

In addition, he said, "New, necessarily severe expenditure controls will be imposed on each administrative office and college." He would not rule out the possibility of a tuition increase as early as winter quarter 1981.

Enarson's statement came on the heels of an announcement by William Keip, director of the state Office of Budget and Management, of a 3 percent reduction in allocations to most state agencies, effective Dec. 15.

Keip said Ohio will be $400 million in debt by the end of the current fiscal year unless expenditures are cut or state revenues are increased in some way. The 3 percent cutback is expected to save $50 million. Keip asked that the Legislature take action to make up the rest.

Because the cut excludes primary and secondary education and welfare subsidies, two of the state's largest expenditures, almost half of the $50 million reduction in funds is directed toward higher education.

"It won't do for higher education to bear a disproportionate burden," Enarson said. "Our university alone must bear over 10 percent of this cut."

The severity of the cutback is intensified in view of the previous 3 percent across-the-board reduction in subsidies announced in June. OSU tacked on an additional $10 per quarter in student fees, deferred a 3 percent mid-year salary increase for faculty and staff and reduced personnel levels to meet that cut.

The hiring and equipment freeze announced Monday is only an emergency step, administrators said. "The longer-run measures will be determined at the departmental level," said William E. Vandament, vice president for finance and planning.

The office will levy cutbacks on each college and office and request that they individually submit plans for implementing the cuts, Vandament said.

After the first reduction in the summer, departments were ordered to reduce expenditures by tightening up on personnel levels. "But because this is the second round of cuts, we need to give departments more latitude," Vandament said.

"In this round, the plans that come back may include those that cut back on services and equipment."

He said layoffs would be considered only as a last resort because much of the savings generated that way are offset by unemployment compensation.

As for student fees, Enarson pledged that any increase proposed to the Board of Trustees would not exceed $15 per quarter.

"An increase of this magnitude would yield $1.2 million, and still leave us with over $4 million to be achieved through enforced savings," he said.

Vandament said if winter quarter tuition is increased, it will be announced before the end of autumn quarter.

In a press conference Monday, Keip warned that unless the General Assembly passes legislation to raise revenues quickly, more cuts in state programs will have to be made.

There are "all kinds of options" for increasing revenue, he said, such as increasing liquor prices, raising sales taxes or generating more money from lottery sales.

Rep. Michael Stinziano, D-Columbus, said it is unlikely the lame duck legislative session this month will produce any drastic measures regarding taxes.

The entire tax structure would have to be reformed at the same time, he said. He expects the Legislature to take an in-depth look at the situation when it reconvenes in January.
Office helps disabled in job hunt

By Carl Gyarmati
Lantern staff writer 1-15-82

While braille signs and wheelchair ramps are conspicuous signs of Ohio State’s disability services, one campus office deals with some less visible concerns of the handicapped.

The Office of Personnel Services assists handicapped people primarily in the area of employment, said Terry Corkerton, the office’s director of staff.

Services include recruitment, training, employment, and job accommodations for the disabled as well as workshops and seminars for those who deal with handicapped people, Corkerton said.

Whenever there is a campus job vacancy for a handicapped person, the Office of Personnel Services sends application forms to the Bureau of Vocational Rehabilitation and the Bureau of Services for the Visually Impaired, Corkerton said.

The office also helps employers set up interviews with disabled persons who may need special job accommodations.

Job accommodations involve minor changes in the way a job is done so that a disabled person can fulfill the responsibilities, Corkerton said. For example, an employer can convey messages to a blind secretary by a Dictaphone rather than in writing, he said.

Another service of the personnel office is counseling employers or disabled workers when problems arise.

“We’re not only dealing with getting people employed,” Corkerton said.

“We want to be equally responsive once they are employed to any question, problem or situation in which we can be of assistance.”

Workshops and seminars are held to help employers feel comfortable dealing with handicapped people.

Although OSU and its handicapped employment programs have been the subjects of discrimination suits and investigations by organizations like the Department of Labor, one program has been given an award the past two years by a community group.

The Handicapped Employability Council presented certificates of award to OSU for a program that specializes in providing training and work experience in clerical jobs for the disabled.
Court ruling may affect OSU’s hiring practices

By Larry Dieker
Lantern staff writer

OSU’s practice of hiring independent contractors may have to stop because of a recent court decision, and the decision has some OSU officials perplexed.

“The (court) decision is based on facts that go back three, four years. It has nothing to do with the university today,” Madison Scott, vice president for personnel services, said Monday.

The Ohio Supreme Court ruled Wednesday that OSU’s hiring of independent contractors is unlawful and violates a collective bargaining agreement with Communications Workers of America, Local 4501.

Local 4501 represents approximately 1,900 OSU employees, said Steve Stoffel, assistant vice president for personnel. The union is composed of various types of employees, including service, maintenance and clerical.

The decision signals an end of litigation to a 10-year argument concerning OSU’s rights and the right of the union to protect its membership, Scott said.

The “distinguishing fact” in the court’s decision against OSU was a hiring freeze that OSU initiated in 1980 during a budget crunch. The court ruled that the hiring freeze appeared to be indefinite. The indefinite hiring freeze allowed OSU to avoid hiring employees through the civil service system.

As civil service jobs became vacant, OSU let contracts go to the lowest bidders.

The goal of the civil service system, as the court defined it, is to remove politics from public service employment.

But the hiring freeze ended in late 1981, Scott said. During the hiring freeze, the university only hired people who could fill jobs that were “absolutely essential.”

“The court seemed to say that the university was malicious. There are no facts to that,” he said. “The court perhaps did not look with great scrutiny and care at the facts.”

The job of setting up specific hiring guidelines now goes to the Franklin County Court of Common Pleas. OSU maintained in court that its motive was purely economic.

The Supreme Court disagreed, ruling that OSU was also “incendiarily accomplishing another goal which is totally at odds with the purposes of the civil service system.

“The result is that the university obtains a free hand to let out all services on a contract by contract basis without any moderation or restriction by the civil service system. Political activity is no longer restrained and the laudable purpose of the civil service system is sidestepped completely,” the decision said.

While Local 4501 President James C. Ervin expressed satisfaction with the ruling, calling it a “landmark decision,” Scott expressed disbelief.

“We simply cannot understand the court’s logic, rationale, and or precedent for this ruling,” Scott read from a prepared statement. “The decision, in our judgment, creates uncertainty in the law which was previously clear and unambiguous. It will add an unreasonable and extraordinary financial burden to the institution and more specifically to the taxpayers of Ohio.”

It is difficult to estimate what the cost will be to OSU, said Richard Jackson, vice president for business and finance.

Larry Thompson, special assistant to President Edward H. Jennings, said he was disappointed with the decision. The decision would limit the flexibility of OSU in its hiring.

The decision received a strong dissenting opinion from Justice William B. Brown Jr.

“Seldom have I seen such a hasty and shallow attempt to reach a preordained result,” he wrote. “Because I am appalled by the shortsightedness of the majority opinion and the total lack of analysis therein, I am compelled to dissent.”

Scott said OSU prefers to hire independent contractors because the contractor is responsible for the labor. And, because start-up costs and employment turnover are so high, the university can save money.

Local 4501 charged that the cost savings by OSU were not the primary reason for the hiring freeze.

“(OSU) would still like to have a union-free atmosphere,” Ervin said.

In some cases, the civil service rates are considerably below rates that private contractors pay their own employees, said Gary Josephson, a maintenance repairman at University Hospitals.

“They (OSU) want to keep the union out and if they contract out, plumbing, carpentry, those types of services, they keep the union from getting any strength,” he said.

Scott said that OSU was contracting out long before unions came to the campus.

“We have as many civil service people today as we did in 1980, and maybe more,” he said.

In the past three years, the number of independent contractors has doubled, Ervin said.

“I’m told that of the 65 buildings or so on campus, over half of these buildings are totally contracted out (for custodial services),” he said.

The local didn’t ask for any damages, Ervin said.

“We feel that if we can save the jobs at this time, and be in a position to get more workers hired, we feel that we are doing our share for the people in this union,” he said.
Office of Personnel Services outlines program

The University’s Job Classification Program

Prepared by the Office of Personnel Services

Does your job title accurately reflect the duties you perform? Do you feel that the duties, responsibilities and knowledge/skill requirements of your job warrant initiation of the reclassification process? You may not be alone. Other University staff may also be asking themselves the same questions; however, they may have already found out how to find the answers. Therefore, as a first step in conveying some basic concepts and other facts about the various functions performed by the Office of Personnel Services, in this and future issues of onCampus, we would like to take this opportunity to begin “demystifying” the University’s job classification program.

As a starting point, test your knowledge of the University’s reclassification system with this True/False quiz:

- Reclassifications can only be initiated by a dean or department head.
- Reclassifications evaluate an individual staff member’s performance, years of service, the quality and volume of work performed or a change in the title or current salary of a given classification or person.
- The incumbent involved in an audit/review request seldom, if ever, has a chance to review his/her position description prior to the completion of the job classification process.
- You must advertise in the University’s Personnel Postings (i.e., the Green Sheets) when a change occurs in either an individual’s title or pay range as a result of a reassignment (not a promotion) brought about by an internal realignment of a department or function.
- When a reclassification is denied, it is usually due to budget considerations.
- Reclassifications are generally not accompanied by pay increases.
- When a reclassification is denied, there are no avenues of appeal.

All of these statements are false, but they represent common misconceptions about the University’s reclassification process. Last year close to 1,200 reclassification audits/reviews were received by this office including those submitted by administrative and professional staff, classified civil service employees and individuals within the University Hospitals. This is a rather sizeable number considering that the University (including University Hospitals) employs approximately 5,000 administrative and professional staff and about 6,850 classified civil service employees.

While reclassification audits/reviews usually are initiated by the various academic units/departments, staff members as well as the Office of Personnel Services can also initiate the review process. In either case, the position description resulting from the reclassification process should be reviewed with you, your supervisor and other administrative officials prior to any final classification determination.

It is also important to remember that the University’s classification systems are designed solely to evaluate the requirements, duties and impact of positions or jobs as determined by your supervisor and department head. These systems do not evaluate employee performance, years of service, the quality or volume of work performed, nor the title or salary of a given classification or person.

The Office of Personnel Services is responsible for some 1,600 “unique and specific” State and University classification specifications. When a new classification is created or an existing one upgraded, it is evaluated according to a comprehensive and consistent set of criteria.

With respect to the administrative and professional classification process, this office looks at the degree to which a given number of factors are pertinent to the evaluated position. These factors include knowledge, skills and abilities required, interpersonal relationships, mental demand, etc. This method of job evaluation is most commonly known as the “point-factor” system.

On the other hand, the state of Ohio’s job evaluation plan covering the classified civil service involves defining a number of “classes” or grades “best-fitting” various jobs into the classes provided.

Both of these processes include the additional step of comparing the submitted request with similar requests which have been acted upon over the years. In this way, the Office of Personnel Services endeavors to assure that the University’s salary program is consistent with the spirit and intent of the law.

During the past year approximately 65 percent of the reclassification audit/review requests received by this office have been approved and most of these were accompanied by a pay increase. It is also well to note that reclassifications are posted in the “Green Sheets” only for positions whose pay ranges and titles have changed as a result of the University’s job classification program.

The system is intended to maintain consistency and fairness for everyone. If an individual’s position is not reclassified, the decision can always be appealed. In the case of the classified civil service, the decision may be appealed to the State Personnel Board of Review.

Suppose you are a Typist 2 or a Programmer/Analyst and you feel that your job duties and responsibilities have changed significantly since you were hired two or three years ago. You have taken on what you perceive to be a higher level of responsibilities. Both you and your supervisor believe you deserve to have a job audit performed on your position. What happens next?

Step One: Fill out an Ohio State Position Description form. If your office does not have these on file, you can request one from the Office of Personnel Services. On it you will list, among other things, the kinds of duties you characteristically perform over the course of a year and the approximate percentage of the time you spend on each. Have it approved and signed by your immediate supervisor and the dean of director of your academic/administrative unit.

Step Two: Forward the Ohio State Position Description form through your academic/administrative office to the Office of Personnel Services/Classification Administration. This office, in turn, will assign your job audit request to one of its classification specialists. This staff member makes an appointment to interview you and your supervisor to better understand the content of your job and how the position fits within the overall organization. The interviews usually last between one and two hours. The classification specialist will prepare a revised position description based on information obtained in the interviews; the description is reviewed by you and your supervisor before it is used in the analysis.

Step Three: Back at the Office of Personnel Services, the evaluator compares your position with some of the other 1,600 existing state and University classification titles and individual job
specifications on file to see how similar positions in your department and in other units across the campus are classified. Some positions are also "point-factored" in order to determine the most appropriated salary range.

Step Four: You are notified of the results of the evaluation. If reclassification of the position is approved, the position is advertised in the University Personnel Postings (i.e. the Green Sheets). You are considered as an internal candidate but you still must apply for the job. (Usually where an internal candidate is being considered for a position, the symbol "#" will precede the posting number.) Should the reclassification request be denied, an appeal may be made through the Office of Personnel Services. As indicated previously, classified civil service employees may appeal all the way to the State Personnel Board of Review.

The fact that some 65 percent of the reclassification review requests were approved last year is evidence that the University’s job classification process provides ample room for internal mobility and career growth.
Clerical survey dispels

By Jennifer Lane Maier
Lantern staff writer

OSU clerical workers are mainly ambitious, career-oriented women with at least some college education, according to a university-funded survey.

The survey comes at a time when the status of clerical workers at Ohio State is receiving increased attention from the administration in the form of the Bridge, a program of remedial courses for staff members who have not attended college in years or are considering college for the first time.

The university also offers a fee waiver program to replace the reimbursement system. Both are expected to make it easier for classified civil service staff to complete an OSU degree program.

The four women who wrote and conducted the survey — all clerical workers at Ohio State — said the study marks the first time clerical workers have polled themselves. "From what we gather, we're the first to do this in the country, or at least the first published," said survey organizer Virginia F. Midkiff.

The four women, Midkiff, Martha R. Croft, Suzanne L. Hyers, and Yolanda S. Robinson, received a $5,000 OSU Affirmative Action Grant last year to conduct the research.

The profile of the OSU clerical worker should dispel the image of secretaries as unmotivated workers who just want to put in time, the women said.

According to the survey, 73 percent of all clerical workers have at least some college education, 17.8 percent have bachelor's degrees, 2.7 percent have master's degrees, and three clerical workers hold doctoral degrees.

Hyers, an administrative assistant in the department of Women's Studies, described common misconceptions. "I think secretaries are seen as perhaps having a high school education, maybe a year or two of secretarial school and that's it. They're not seen as persons who are trying to further themselves academically.

We are indeed an educated, ambitious group of people."

Organizers mailed surveys to more than 3,000 classified civil service workers on campus. The Office of Personnel Services classifies about 2,000 secretaries, clerks, data processors, and cashiers as clerical workers. The survey organizers polled all office workers who were not faculty, administrative or professional staff.

The women said their survey shows clerical workers are very interested in advancing their careers. More than 82 percent of the participants wanted to advance to more responsible positions at Ohio State and 72 percent said they had applied for higher positions.

Midkiff, a secretary in the Department of Chemical Engineering, said, "It (the survey) is a very positive thing. We're not out to nail somebody at the university."

If the survey did nothing else, it started people talking about what our situation is and maybe what it could be.

— Suzanne L. Hyers

Robinson, a survey organizer who is a secretary in the Department of Black Studies, and Midkiff were appointed by OSU President Edward H. Jennings to serve on two panels, the President's Affirmative Action Committee and the Staff Career Development Committee to examine issues concerning non-faculty and administrative staff.

Jennings will recommend a number of changes affecting clerical workers and other staff in early October, said Sue A. Blanchard, special projects coordinator for the Office of the President.

The conducting of the survey pointed out several problems workers have.

Survey organizers said the 48.4 percent response rate illustrated one of the biggest problems facing clerical workers — communication.

The clerical staff often do not receive notice of staff development programs because the information is sent to department chairpersons and supervisors instead of directly to the clerical workers, Robinson said.

Over half the respondents said their offices did not regularly distribute information about programs.

"The things that talk about degrees, that talk about these programs, don't come to secretaries and typists. It's your boss saying, we want you to have this information," Hyers said.

Hyers pointed to a stack of boxes containing more than 300 undelivered surveys. They were returned to her from University Hospitals because the addresses on
myths

the mailing labels were incomplete, she said.

"It's obviously an important issue. You can't even reach people. We can't communicate with them and we're the only ones who have tried," Hyers said.

Survey organizers said despite the fact the survey was funded by the university, some clerical workers may have thought the survey was sponsored by the Communications Workers of America, a union that is trying to organize campus clerical workers.

About 500 OSU clerical workers are currently members of CWA, said Eddie W. Jones, chief organizer for CWA Local 4501.

Robinson said she and Midkiff are members of CWA. "It was a misinterpretation when they saw our names," she said.

Hyers said many clerical workers feared being identified with the survey. "A lot of people are in a position where, here at the university, if they are taking some kind of action to better themselves that means that they are dissatisfied."

Croft, an assistant in the Physics Library, and Midkiff have both decided to return to graduate school. Croft, who completed all but her doctoral dissertation for a Ph.D. in history, said she would like to conduct a study comparing OSU clerical workers to clericals at other state organizations.

"Working on this survey is really the first time I've had an opportunity to use my education since I finished my course work," Croft said. "I knew instinctively that I wasn't the only woman here who was well educated."

For Hyers, the survey, the president's committees and their recommendations "will prove to people that there's this spirit of communication going on."

"If the survey did nothing else, it started people talking about what our situation is and maybe what it could be," Hyers said.
Leadership conference keeps on top of trends

About 250 Ohio State senior administrators will meet today and Tuesday to discuss changes in leadership and personnel management.

The conference, called "Leadership: The Challenges of the 1980s and Beyond," is designed to present administrators with current issues and topics to help them build a feeling of teamwork among their personnel, said Frank W. Reis, executive assistant for Personnel Services Administration.

Reis said this year's conference continues a pattern of similar development conferences, which are meant to keep administrators aware of current trends.

"Basically the conference is designed to help senior administrators keep abreast of significant changes that are occurring in personnel relations," said Madison E. Scott, vice president for personnel services.

They are able to present conferences like this, Scott said, by using both internal and external experts to discuss related fields like law and personnel management."
Employees may feel, see better benefits

By Steve Sterrett

The major medical and vision program benefits for University employees will be improved, effective Jan. 1, 1987. The Board of Trustees adopted the improvements at its meeting Nov. 7.

Madison Scott, vice president for personnel services, told the board that the recommendations had been reviewed by the Faculty Compensation and Benefits Committee and appropriate University offices.

Under the major medical benefit for both the conventional program and the Alternative Health Plan, the amount paid for outpatient nervous and mental services will be raised. It will go up from 80 percent of the first $500 after applying the deductible to 80 percent of the first $1,200 after applying the deductible.

Scott estimated the improvement would carry an annual cost to the University of $122,400.

The vision program benefits will be improved as follows:

The amount paid for an eye examination increases from $25 to $30; for single vision lenses from $30 to $45; for bifocals from $40 to $70; for trifocals from $60 to $70; and for frames from $25 to $30.

The amount paid for lenticular lenses remains at $100. The amount paid for contact lenses, if medically necessary, will be reduced from $160 to $100.

Employees and dependents covered by the program may use the benefit once every 24 months. The benefit may apply once every 12 months, if medically necessary, for individuals with the following medical conditions: Myopia and esotropia for children, and glaucoma and cataracts for adults.

These improvements to the vision program will cost the University an estimated $33,067 annually, according to Scott.

Ohio State has paid the program's pre-

Continued on page 2.
Taxes
University workers wait for W-4s

By Kerry Lynch
Lantern staff writer

Ohio State employees are still awaiting the distribution of the new W-4 forms even though the federal forms have already been given out to many other employees.

The W-4 form is the employee’s withholding allowance certificate that people are required by law to complete when they start a new job. The Tax Reform Act of 1986 mandates the distribution of a new form.

The Office of Personnel Services is having a slightly different W-4 form printed for OSU employees, said Helen DeSantis, assistant vice-president of personnel service.

The OSU employee form includes additional information such as city and state tax data, and citizenship, she said.

This added information is nothing new, said Robert Domboviak, assistant director in payroll of personnel service. He said that the employees’ tax cards have contained the additions since around 1962.

“Basically we have taken the old tax card and used the face of the federal tax card to get the withholding,” DeSantis said.

She said the forms will be distributed to every college office and department sometime in January.

Personnel in the office will meet with the fiscal officers of every college within the next couple of weeks to explain the new forms so the officers can be a resource to their college, said Frank Reis, assistant vice-president of personnel services.

Employees have until October 1 to fill out the new forms, but it is to a person’s advantage to complete them as soon as possible, said Robert Curtin, income tax administrator for the city of Columbus. He said employees are now withholding according to the new tax tables based on the old W-4 forms. This could cause incorrect withholdings.

“By waiting until October someone could have possibly way too much withheld or maybe way too little withheld, thus having too much of a refund or not having enough paid in where he could be subject to penalty,” he said.

The Tax Reform Act of 1986 requires the taxpayers’ total withholding equal 90 percent or more of their 1987 total tax liability, said the Office of Personnel Services in a memorandum.

A person may be fined if the filed W-4 results in less tax being withheld.

If the form is not filed by October 1, the employer will withhold tax as if the employee is single claiming one withholding allowance or married claiming two withholding allowances, depending on whether the “single” or “married” box is checked on the W-4 form already filed.

Act requires exemption formula

By Kerry Lynch
Lantern staff writer

The Tax Reform Act of 1986 brings not only changes in your income taxes, but also changes in determining your tax liability.

Tax liability refers to the amount of money you owe depending on the amount of money you make.

All employees are required by law to file a new “Employee’s Withholding Allowance Certificate” or W-4 form, said Helen DeSantis, assistant vice-president of personnel services.

The new W-4 form basically contains the same information; the difference is how a person uses the information to figure his or her withholding allowance, she said.

“Before, you claimed exemptions you felt you were entitled to. Now you must complete a worksheet to figure exemptions,” she said.

The Internal Revenue Service said taxpayers can still claim withholding exemptions on the W-4, if they did not owe federal tax last year and will not have a tax liability this year.

The new W-4 form consists of four pages, including an itemized worksheet enabling a person to figure income and the new tax tables.

“One has to make an estimate of earnings and deductions to avoid big refunds in the end of the year,” said Frank Reis, assistant vice-president of personnel services.

Because many of the deductions and credits used in past years have either been reduced or eliminated by the tax law, completion of the new W-4 form is important “to get the amount withheld closer to the tax liability that person owes,” DeSantis said.

Deductions eliminated include the deduction for a married couple when both work, income averaging of a married couple, and a charitable deduction for those who do not itemize each deduction.

Reduced deductions include consumer and investment interest and Individual Retirement Accounts (IRAs).

The Office of Personnel Services will be holding three open forums on the tax reform act, Reis said. Tom Meeks, an OSU graduate and Certified Public Accountant specializing in taxes, will speak at each forum and answer questions. Admission is free.

The forums are scheduled as follows:

- Tuesday, January 27, 3 p.m. to 5 p.m., at Independence Hall, 1923 Neil Avenue.
- Wednesday, February 4, 2:30 p.m. to 4:30 p.m., at Rhodes Hall Auditorium, 450 W. 10th Ave.
- Tuesday, February 10, 2:30 p.m. to 4:30 p.m., at Weigel Hall, 1886 College Road.
Workshops are to help fathom taxes

The take home pay of all University employees may change in 1987. The reason is the Tax Reform Act of 1986, which went into effect Jan. 1.

The law has dramatically altered the way individual income tax is calculated and reported, according to the Office of Personnel Services.

It changes the income tax rates, or the percentages used to figure out how much wage earners owe the federal government. In 1986, there were up to 15 tax brackets ranging from 11 percent to 50 percent. This year there are five tax brackets ranging from 11 percent to 38.5 percent. In 1988, there only will be two brackets, 15 percent and 28 percent.

In addition, changes in take home pay may occur because the law increases the amount allowed for personal and dependent exemptions.

Due to these changes in the law and the need for individuals to plan their tax status, the Office of Personnel Services is offering three free seminars on personal income tax. The seminars will provide faculty and staff with information about tax reform and its implications.

Tom Meeks of Tom Meeks and Associates Inc. will lead the discussion and answer questions. Meeks is an Ohio State alumnus and a certified public accountant specializing in individual and corporate taxes.

The meetings are: 3-5 p.m. Jan. 27 in Independence Hall, 2:30-4:30 p.m. Feb. 4 in Rhodes Hall Auditorium and 2:30-4:30 p.m. Feb. 10 in Weigel Hall.
MEMORANDUM

To: University Faculty and Staff
From: Madison H. Scott
Subject: Open Forums on the Tax Reform Act of 1986
Date: January 8, 1987

As many of you are aware, the Tax Reform Act of 1986 has dramatically changed the way individual federal income tax will be calculated and reported in the future. New tax rates are now in place, as are changes in some popular past deductions, such as interest expenses and IRA's. Other changes, including personal exemptions and withholding allowances required on the new W-4 form, will be discussed in a separate, forthcoming memorandum.

Due to these changes in the law and the future need for individuals to plan their tax status, the Office of Personnel Services will be sponsoring three open forums on the subject of personal income taxation. These open seminars, provided at no individual cost, will assist members of the University community in understanding the new tax law. The following dates have been scheduled to provide individual faculty and staff with pertinent information regarding tax reform and its implications:

Date: Tuesday, January 27, 1987
Location: Independence Hall, 1923 Neil Avenue
Time: 3:00 - 5:00 p.m.

Date: Wednesday, February 4, 1987
Location: Rhodes Hall Auditorium
Time: 2:30 - 4:30 p.m.

Date: Tuesday, February 10, 1987
Location: Weigel Hall, 1886 College Road
Time: 2:30 - 4:30 p.m.

Tom Meeks, an OSU graduate and Certified Public Account specializing in individual and corporate taxes from Tom Meeks and Associates, Inc., in Columbus, has agreed to lead the discussion and respond to general questions. It is hopeful that these open forums will assist faculty and staff by providing answers to many questions you may have regarding the Tax Reform Act. You are encouraged to attend one of the seminars if you wish to find out more about how the Tax Reform Act may impact on your future tax planning.

MHS:wp
Office will zero in on career, affirmative needs

By David Tull

Gay Hadley, Ohio State’s newly appointed associate executive officer for career development, began a second career, she says with a chuckle, “at a time when some of my cohorts were talking of early retirement.”

Franklin J. Simpson Jr., newly appointed associate executive officer for affirmative action, has built his career in education and has consistently been concerned with minority issues.

Simpson and Hadley will head major divisions of the new Office of Human Relations.

A public reception from 4-6 p.m. Jan. 30 in the Faculty Club will introduce them to the University community.

“This concept of human relations is unique,” says Sue Blanshan, executive officer for human relations. “No higher education institution will have as extensive services as we will have for faculty and staff. It’s a way of saying very clearly to staff and faculty, ‘we think you’re important people.’”

Franklin Simpson Jr.

“In a sense, Ohio State is an explorer,” Simpson says of his new affirmative action office. “Other institutions are just beginning to think about taking the steps we’re taking.”

Gay Hadley

The Office of Human Relations opened its doors in July. It resulted from recommendations by two committees appointed by President Jennings in 1985.

Career development provides “continuing opportunities for learning and growth for the people who work here,” Hadley says. “We need to pay attention to the University as a place for growth by all its citizens.”

Students will be beneficiaries of career development by staff and faculty, she believes. “When the people who work with students are satisfied and challenged, they work better with them.” She says this became evident with staff in last year’s Bridge Program, an educational re-entry program which Hadley started in her previous post as associate director of continuing education administration.

“There is enormous loyalty for the institution on the part of faculty and staff,” she points out. She notes the success of the Campus Campaign and the career development committee’s finding that more than 80 percent of University staff were satisfied with their jobs. “We’re simply acknowledging their potential through this new office.”

Career development will provide a broad range of career planning programs. These will include information and refer-

Continued on page 8.
Office assists needs...

Continued from page 3.

eral about jobs, occupations, careers, and job search strategies, and counseling for people leaving the University.

Career development also will address the needs of particular staff and faculty groups. For example, a pilot project with personnel services, is being conducted for managers and support staff. The seminar is called Managing Professional Growth.

The office will provide assistance to supervisors and department chairs "whenever they need help in career related issues," Hadley says.

Finally, the office will serve as a training unit, using staff interns, graduate students and some retired faculty and staff.

"There's a notion that there's only one successful kind of career, moving up the rungs of the ladder to the top," Hadley says.

However, few staff or faculty in any institution reach the top. Some may develop second or third, even fourth careers as a part of their growth. "I'm an example of a person who developed a second career. I went back to school when I was about 41," Hadley says. "Until then, I used my skills in unpaid work and leadership as a homemaker."

She earned an M.A. and Ph.D. in education at Ohio State. Hadley headed OPPORTIONS, an adult career and educational counseling agency, for five years before joining Ohio State's staff in 1982.

Simpson has found that working in higher education for the past 10 years has brought him into contact with virtually every level of administration and faculty.

He comes to Ohio State from Virginia Union University, where he was vice president for student affairs. He also has worked with Central State University, Marquette University, the University of Missouri and Southern Illinois University.

He holds B.A., M.S., and Ph.D. degrees in higher education administration from Southern Illinois University.

Affirmative action often has centered on compliance with federal and state regulations. "We will continue to provide the required reports, but we will go well beyond that into education and consultation," Simpson says.

"We will be pro-active. Ohio State is one of the forerunners in looking toward advocacy. We will work with the various units within the institution to help them develop the tools they need."

These tools will assist University departments as they recruit and retain people in "target groups" of affirmative action, such as racial minorities, women, the disabled, Vietnam veterans and those who are discriminated against because of age, religion or sexual orientation.

The new office will not assume hiring and management responsibilities, but will offer assistance, Simpson stresses.

"I want our office to provide programs and services that will help departmental units find ways to make their people feel even more a part of the whole," Simpson says. He plans to design and offer workshops and seminars to help people better understand affirmative action and to be creative in their efforts to advance its goals.

A new female staff or faculty member in an all-male department, for example, might not feel comfortable and a member of the team, Simpson points out.

"The other staff or faculty do not intend to be negative to that person but they're just not used to having a female in the department. None-the-less, her success here, in part, requires them to be fair, equitable and collegial."

The office will assist academic departments to identify minority applicants for positions. "Qualified minority candidates might not apply because they are working elsewhere, or they might have concerns because of family or housing. By using a network of minority faculty and staff, we can build up a referral system for people with the needed qualifications," he says.

"We want to find the kind of person who will enrich our total faculty, someone who is going to be skilled and a real asset in research, teaching and the other requirements of the job," he explains. "Of course, once you get somebody who is really good, then you want to keep them."

His office will make available resource materials and will build a staff that serves as a resource to the campus.

"Ohio State has made many positive strides in affirmative action," Simpson notes. "I think we are at a crossroads and we have the opportunity to be a forerunner, to be a leader. I look upon affirmative action as an opportunity for us to maintain Ohio State as not only the flagship within the state of Ohio but as an affirmative action leader among the institutions throughout the whole country."
Seminar aids university with 1986 'taxing' laws

By Lucy Clifftone
Lantern staff writer

Confusion about the Tax Reform Act of 1986 is stirring a lot of questions on campus, and the university would like to have the answers.

The Office of Personnel Services is sponsoring free tax seminars by Thomas Meeks, an OSU alumnus and a specialist in individual and corporate taxes. Although many people had their questions answered at the first two seminars, contradictory information was given on one issue.

Andrea Posner, coordinator of academic advisement for the Computer and Information Science Department, said she went to the first seminar on Jan. 27 because she was concerned about her individual retirement account. Under the new law, contributions to an Individual Retirement Account may not be deductible for those who benefit from an employer-maintained qualified pension plan, depending on their income. This does not affect social security.

University employees contribute to the Public Employees Retirement System instead of to social security. Posner said the internal revenue service told her the state retirement system was affected by the new law.

At the seminar Posner attended, Meeks said that the state plan, like social security, requires involuntary employee contributions and therefore is not affected.

Richard Schumacher, assistant director-comptroller at the Public Employees Retirement System, said that notice number 87-16 from the internal revenue service makes it clear that a state retirement system, unlike social security, is affected by the new law.

At the second seminar Wednesday, Meeks said "We don't know the answer yet." However, a reputable source in the Internal Revenue Service told Meeks Tuesday, that since the state retirement plans offered more than social security, they would probably be considered qualified pension plans under the new law.

Teaching faculty at Ohio State contribute to the State Teachers Retirement System. Robert Slater, assistant director of finance for sytemm, said he believed that their plan is also a qualified pension plan, with restrictions on IRA deductibility.

Slater said this may be a question people will have to test on an individual basis. He said a study on the effect of the new tax law on members of the State Teachers Retirement System should be complete March 1.

"The university has the responsibility to provide us with the right answer in writing," Posner said. Because people are expected to return their W-4 forms as soon as possible, the university should supply this information promptly.

The new four-page W-4 forms were distributed to university personnel with their last paychecks. The information supplied on this form will determine the amount of money withheld for taxes during 1987. Several people who attended the first tax seminar said they had hoped for explanations of this form. This was included in the second seminar.

The Office of Personnel Services has made a film which explains the form line by line and is available to interested departments. Helen DeSantis, assistant vice president for Personnel Services, said they held a workshop for fiscal officers in the colleges and administrative offices. This training does not qualify individuals to answer tax questions which go beyond explanation of the form, DeSantis said.
The Tax Reform Act of 1986 means higher income taxes for all Americans except the very poor and the very rich, said Meeks.

Prior to Ronald Reagan's administration, the maximum income tax was 70 percent. Soon after his election it was lowered to 50 percent. In 1988 there will be only two brackets, 15 percent and 28 percent, said Meeks.

This means that in 1986, a man with an annual income of $5 million would have paid over $2 million in income tax. In 1987 he will owe $1 million less.

Some key changes include a decrease in the number of exemptions a person can claim and an increase in the dollar amount of each exemption. Students can no longer claim themselves as an exemption if their parents have claimed them.

Graduate students will not pay tax on fee reimbursement until at least after January 1988, according to Steve Stoffel in Compensation Services. However, Meek explained that benefits such as free room and board are no longer tax exempt.

Those interested in hearing more about the implications of tax reform can attend the last seminar on Tuesday from 2:30 to 4:30 p.m. in the Weigel Hall auditorium.
THE OHIO STATE UNIVERSITY
OFFICE OF PERSONNEL SERVICES
Staff Training and Development

The following are brief descriptions of workshops offered on a rotating basis by the Office of Personnel Services/Staff Development. (Check current schedules for the dates and times of training programs.) All of the workshops are free of charge and individuals may register by calling 292-3581. Unless otherwise noted, all workshops are held in Room 233, Archer House. It is the responsibility of each participant to obtain departmental approval to attend the programs.

*Denotes a workshop that is part of the Basic Supervision Series. This series, geared primarily for those currently in supervisory positions, is comprised of nine separate workshops which may be taken independently over a period of time. After completion of all nine workshops, the participant is awarded a Basic Supervision Program certificate.

WORKSHOPS

Employee Relations*

A review of the basic labor relations processes within the context of collective bargaining and civil service laws. The discussion covers union activity, stewards, unfair labor practices, contract coverage and bargaining units. This workshop also provides useful ideas to enhance supervisor-subordinate relations at the departmental level.
3 Hours.

Interview and Selection*

Covers how to interview applicants and select the most qualified candidate on the basis of job-related criteria. This workshop illustrates interviewing techniques by simulating interviews involving workshop participants.
3 Hours.

Motivation*

Provides background of motivational theories, advantages of democratic and autocratic leadership styles, how to assist employees to improve their own motivation, and supervisory influence on various factors of motivation.
3 Hours.

Performance Evaluation*

A workshop on the measurement of employee performance with emphasis on determination of objectives, setting standards, techniques of ongoing appraisal and the utilization of the formal performance evaluation programs.
3 Hours.
Position Descriptions*

Reviews the formulation and use of written position descriptions: discussion of job analysis and related procedures; writing techniques; preparation of the position description.  
3 Hours.

Problem Solving*

A basic introduction on how to go about solving problems and concerns in an organized manner. Discussion focuses on problem identification, the decision process, decision implementation and evaluation of results.  
3 Hours.

Progressive Discipline*

Overview of factors leading to employee misconduct, the responsibility of the supervisor in the administration of discipline, the importance of adequate documentation, rules governing progressive discipline, the impact of arbitration and the State Personnel Board of Review on disciplinary actions.  
3 Hours.

Verbal Communications*

An overview of verbal communications with emphasis on effective communication. An analysis of verbal communication skills such as becoming an effective listener, maintaining good eye contact, encouraging two-way communication, avoiding assumptions, and other elements of effective communications.  
3 Hours.

Written Communications*

An overview of communications as practiced by supervisors with emphasis on effective written communication and the skills required for clear and concise written communication. Emphasis is placed on report and letter writing, preparation of inter-office memos and the importance of maintaining written records.  
3 Hours.

✓ Dealing with an Irate Public (NEW PROGRAM)

This session will be geared for people who deal with the public. It will identify skills and strategies to avoid getting hooked into anger, to stay calm, defuse the situation, and get the problem resolved. The workshop will focus on responding effectively and communicating skillfully in potentially hostile situations.  
2 Hours.

First Contact - First Impressions

This program is designed specifically for those clerical staff who communicate with office visitors as one of their main job responsibilities. Included in the workshop is material concerning the effect of nonverbals in face-to-face interactions, effective techniques for dealing with irate/demanding visitors, building listening skills, and coming across as a professional.  
3 Hours.
Letter Writing for Secretaries/Support Staff

A "nuts and bolts" workshop for clerical and support staff who "compose routine correspondence." Focuses on the reader-oriented approach to writing and principles of good letter writing in relation to common business correspondence. Samples and exercises supplement the presentation. 3 Hours.

✓ Managing Your Time

A program emphasizing the importance of assessing current time management habits, and introducing proven time management techniques such as time logs, daily goals and "to do" lists, handling paperwork, curtailing interruptions, and much more. Includes material from Alan Lakein's book, How to Get Control of Your Time and Your Life. 3 Hours.

New Faculty/Staff Orientation

A program for newcomers to the University community. Covers employee benefit packages and discusses educational, cultural and recreational opportunities for Ohio State faculty and staff. Includes a bus tour of the campus. 3 Hours.

✓ Seasoned Buckeyes

A program for faculty/staff who have been employed for five (5) years or more. A discussion of benefits/retirement and other opportunities brings "seasoned" Buckeyes up to date. Includes a campus bus tour. 3 1/2 Hours.

Telephone Techniques

Designed to reinforce the importance of correct telephone techniques; covers topics relating to messages, properly transferring calls and relaying information, dealing with irate callers, etc. 2 Hours.

University Faculty/Staff Assistance Program (UFSAP) Supervisory Training

Designed primarily for supervisors; focuses on increasing awareness and understanding of the University Faculty and Staff Assistance Program (UFSAP): why it was implemented, what services it offers, and how it works; emphasis is placed on the responsibilities of the supervisor and on appropriate methods for referring employees for assistance. 2 Hours.
Employees bear burden of proving i.d.

By Gemma McLuckie

Beginning this autumn, new University employees must prove who they are and where they belong.

With enactment of the Immigration Reform and Control Act of 1986, all employers must verify that new workers are either United States citizens or legal aliens.

For Ohio State, that means paperwork on about 2,500 people each year, says John Elam, director of employment services, Office of Personnel Services.

"This law covers everyone, not just international faculty and staff," Elam says. "We have to go through verification before a new employee is put on the payroll."

For most faculty and staff, verification is handled by their departments. They simply fill out a form and show proofs of identity and U.S. citizenship or a permanent residency visa.

Faculty with regular appointments who are citizens of foreign countries have to go to Elam's office in Archer House. International students, scholars and non-regular faculty go to the International Students and Scholars Service in 1037 Lincoln Tower.

Elam predicts potential employees nationwide will do a lot of searching through desks and calling of parents to gather documentation.

The law requires up-to-date documents to prove citizenship and identity. A U.S. passport verifies both. But a driver's license or other identification card must be paired with a Social Security card or birth certificate.

If a prospective University employee is found to be in the United States without a valid visa, he or she will not be placed on the payroll. An illegal alien who may be eligible for amnesty under the law will

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be directed to the federal Immigration and Naturalization Service.

However, Elam does not expect to find illegal aliens. "The University always has been very careful in its dealings with international students and employees, so I would be very surprised to find any problems of that type," he says.

Employers can be fined for not keeping records and employees can be penalized for lying about their status.

"This is a new procedure, so the bureaucracy seems cumbersome," Elam says. "In two years, though, this will be routine."

For more information, call the Office of Personnel Services, 292-5107, or ISSS, 292-6101.
Clerical workers’ study shows they value work

By David Tall

Most University clerical workers find Ohio State a good place to work and most are interested in working for advancement within the University.

But many feel they would like to have more recognition from the people in their work place.

These are among the findings of a recently-reported opinion survey of Ohio State’s 3,500 clerical workers.

The study, which obtained responses from 1,345 clerical staff, was funded by an Affirmative Action Grant.

Almost all of the University’s clerical workers feel that their work is important and respect the work of other clerical workers, the survey shows. But most don’t feel they get enough respect from other University employees.

Most of the clerical workers in the survey want to work toward professional advancement and want to do so at Ohio State.

More than half find Ohio State to be generally a good place to advance professionally.

But 70 percent feel that their professional growth at the University might be limited to clerical positions because they now are in a clerical position.

The survey was conducted by four clerical workers, Martha Croft, library media technical assistant 1, in Education; Suzanne Hyers, administrative assistant 1, Women’s Studies Center; Virginia Mikk, administrative secretary 1, University Registrar; and S. Yolanda Robinson, administrative secretary 1, Black Studies.

Since the survey was taken in 1985, the University has initiated changes that address issues raised in the survey, says Hyers. “The University is recognizing the importance of input from the staff,” she says.

Virtually all of the clerical workers felt a program was needed to communicate their concerns to appropriate offices or individuals.

Changes include formation of the President’s Staff Advisory Committee, the Office of Human Relations and the Office of Career Development, and modifications in University pay systems. A fee waiver system for University courses, favored by nearly all of the clerical workers, is now in place.

“Overall, people like to work here and are supportive of Ohio State,” Hyers says. “They want a voice in the things that matter and want to enhance Ohio State as a good place to work.”

“Of the most exciting things is that most people love working at the University even if they feel some of the policies do not include them,” Robinson notes.

Some of the key issues for clerical workers include child care and maternity leave, Robinson points out. She stresses that adequate child care is a citywide and nationwide problem. “Even those (clerical workers) who don’t have children are concerned.”

Only 16 percent of those responding had been able to use the University child care program. But 87 percent felt child care at reasonable cost should be a University service to employees.

The study “raises some questions for further review and thoughtful consideration,” says Sue Blashan, executive officer for Human Relations.

“A couple of things stand out,” she says. “Clearly there is an interest on the part of clerical staff in professional advancement and career development. The extent of the interest is impressive.”

“Our staff seeks and likes challenge,” Blashan says.

The survey shows that 92 percent of those responding would be interested in attending staff development programs or workshops. A high percentage would be willing to move out of civil service into administrative and professional positions in order to advance.

More than 90 percent felt they would benefit professionally by taking University courses.

“Education is very important to our clerical and secretarial staff,” Blashan says. “Many of them have degrees, even advanced degrees.”

Three who responded hold Ph.D. degrees and three more held professional degrees. Five were working toward doctorates and 38 held master’s degrees.

Members of the survey committee were among those who’ve taken graduate work. Croft has completed all except the dissertation for her doctorate, but has since withdrawn for health and personal reasons. Robinson has a master’s degree in education. Mikk is a graduate student in management and human resources.

The University has maintained a consistent commitment to its people, says Madison Scott, vice president for personnel services. “In addition to a broad spectrum of professional opportunities available to University staff, we have a compensation and benefits program that is truly remarkable.”

“I think the majority of staff members recognize that the University is a good place to work. This was noted in the career development survey in which 82 percent of the staff surveyed were satisfied with their jobs.”

The report has been submitted to the University Senate Committee on Women and Minorities.

Study cites demographics

Editor’s note: The following is the text of the demographics of those who responded to the “Survey to Determine Issues and Concerns of Ohio State Clerical Workers.”

The survey of clerical workers at Ohio State revealed the following demographic information:

• Of 1,345 persons who completed the survey, 50.6 percent were female and 49.4 percent male.

• The largest age group represented is 25-34, with a 41.9 percent response rate; ages 35-44 were next with a 27.4 percent response rate.

• Persons who responded were predominantly white, non-Hispanic (88.9 percent); Black, non-Hispanic respondents comprised 9.8 percent.

• The marital and/or economic status of the respondents was spread over nine variables, with four receiving the majority of responses: married with shared economic responsibility for household with children, 25.5 percent; married with shared economic responsibility for household without children, 22.7 percent; single, self-supporting and sharing living quarters and household expenses, 12.4 percent, and single, self-supporting with primary economic responsibility for household including children, 11.1 percent.
OSU urges caution for investors in annuities

Employees should be cautious when dealing with agents who sell tax deferred annuities, warns the Office of Personnel Services. The University recently has received complaints about the sales pitch used by one company, and in the past has investigated other carriers' practices.

A deferred tax annuity enables people to invest a portion of their incomes, an amount that is not taxed until withdrawn.

"After a company enrolls at least 50 faculty and staff members, the University is required by the Ohio Revised Code to implement payroll deductions," says James Roesch, director of insurance.

This process has created misunderstandings and problems for some employees.

In a memo sent Aug. 1 to University faculty and staff, Madison H. Scott, vice president for personnel services, said sales agents from United Resources/Integrated Administrative Services Corp. (IASC) have told potential clients that the company "has been exclusively selected to advise University faculty and staff members on their PERS (Public Employees Retirement System) and STRS (State Teachers Retirement System) retirement programs."

onCampus could not reach IASC agents for comment.

While IASC can indeed give financial advice, Scott said in the memo, its agents are by no means the only ones who can give information about annuities.

Actually 14 carriers are authorized for payroll deductions.

There have been other complaints about sales persons from various businesses, Roesch says.

One is that agents solicit business during working hours, which is prohibited by University regulations. "If they call up an employee and are invited to come to that person's office, that's one thing. But they aren't allowed to call people without first making appointments," Roesch says.

Another is that phone solicitors setting up appointments don't make it clear that agents are not working for Ohio State. One staff member says she thought she had made an appointment with a representative of the Office of Personnel Services.

A third concern, Roesch says, is people sign without understanding the contract.

He suggests buyers look for the following:

• Agents must make it clear that the annuities are not tax free. Eventually taxes must be paid.

• A full explanation of the charges involved to get into — and out of — the program, and if there are administrative fees.

• How the money is invested.

• The rate of return (how much money the investment will make) over the entire life of the contract and the company's history on investments. Ask if percent-ages of return drop after the first year.

• The penalty for withdrawing any part of the money from the account before retirement.

• What services are provided. Agents should periodically check back with the client once the papers are signed.

Roesch says buyers should insist on seeing a prospectus, which is a detailed account of what they are buying, and other printed materials that explain the program.

Also, beware consumer survey ratings in magazines and other media, he says. "Read the entire article about the rating, not just the headlines," he says.

"Many faculty and staff members participate in the tax deferred annuity program," he adds. "It remains a popular optional benefit program, and continues to be an excellent way to save toward retirement."

Carriers sell tax shelters

Fourteen companies are approved for payroll deductions at Ohio State. Six of the carriers were approved by the Board of Trustees before a new state law went into effect. Under House Bill 805, employers must implement payroll deductions for tax deferred annuities sold by companies that meet certain requirements.

Approved carriers for the Tax Deferred Annuity Program:


Added since HB 805 went into effect — Great-West Life, Security First Group, United Resources/Integrated Administrative Services Corp. (IASC), Equitable Life Assurance Society, Steinhaus Financial Group, Paul Revere, IDS Financial Services, and Midland Mutual Life Insurance Co.
OSU employees complain of deception

By Gina Koehler
Lantern staff writer

The Office of Personnel Services has received numerous complaints about one of the 14 companies authorized to sell tax deferred annuities to OSU faculty and staff members.

Jim Roesch, coordinator of risk insurance in the Office of Personnel Services, said sales representatives from United Resources Insurance Services used very aggressive and misleading sales tactics to sign on potential clients.

Roesch said potential clients were told that United Resources, which is based in Santa Ana, Calif., is the sole provider of annuities on campus.

Tax deferred annuities are funds taken out of an employee’s paycheck, which are then designed as supplemental retirement funds, said Debbie Wentz, personnel aide in the Office of Personnel Services.

In buying a tax deferred annuity, an employee has money deducted from his or her salary, reducing gross income so the employee pays less income tax.

The money is then put into an account with either a fixed or variable interest rate by an investment firm, such as United Resources, Wentz said.

The money stays in the account until the employee retires or reaches the age of 59 and a half. It is not taxed until it is withdrawn and claimed as income for the year, Wentz said.

After hearing about United Resources’ tactics, Madison H. Scott, vice president for the Office of Personnel Services, issued a memo on Aug. 1 advising OSU faculty and staff of United Resources’ misrepresentation of their relationship with the university.

“I would not say it’s illegal, maybe a little bit unethical,” Roesch said.

Timothy Alexander, United Resources’ financial manager for Columbus, said the representatives at fault were two outside telemarketers.

“I think they came across that we were employed by the benefits department, which is not true at all,” Alexander said. “In no way are we endorsed by or on the payroll of the university.”

The telemarketers at fault were dismissed by United Resources and Alexander said he did not know how many people they contacted.

Wentz said her office received complaints about both telephone and personal contacts.

United Resources sales agents made appointments with clients by leading them to believe they would receive information about the state’s retirement program, Wentz said.

The Office of Personnel Services cannot police the activities of United Resources, Roesch said, because under Ohio law, any company that signs 50 clients can sell tax deferred annuities.

Roesch said, “People will sign anything just to get rid of (United Resources’ salespeople).” He said he tells faculty and staff members who have problems with aggressive salespeople to call the police to get rid of them.

Roesch would not release the names of anyone who had contacted him with complaints.
U.S. notes growing literacy problem

OSU adult program to increase literacy

By Stephanie Reiber
Lantern staff writer

A new adult education program will be instituted to increase literacy in the workplace the first week in October at Ohio State.

"People need to know that there is a problem in the workplace and Ohio State is no exception," said Paul Hang, of the OSU literacy task force program.

"Reach One" is the name of the new pilot program, which will offer instruction in math and English beginning at the sixth or seventh grade level. The students will also be able to prepare for a high school equivalency degree.

"A program such as 'Reach One' offers advantages both for the university and for the workers," said Frank Reis, assistant vice president for OSU personnel services. "We want to help employees improve their skill levels."

Yolanda Friese, coordinator for the Columbus Adult Basic Education Program, explained the program has been considered by Ohio State for many years, but the planning procedure has been mostly concentrated within the past few months.

"There were developmental meetings, the process of recruiting students, and student assessments that had to be completed before we could implement the program," said Friese. "Something like that takes a while to get going."

Reis said a similar program was tested at Texas A & M. "It was quite a morale booster at that university so we thought we'd give it a try also."

The program will offer classroom instruction for the 16 students who are enrolled and will be taught by certified teachers from Columbus Public City Schools. The class will meet two hours every Tuesday and Thursday.

"The key is to provide individual instruction to help each student obtain their own personal goals," Friese said. "Many of the students have a certain level of skill in the area that we will be teaching but we want to improve upon these."

The university worked in conjunction with the OSU local chapter of the Communication Workers of America (CWA) to provide a program for the OSU service and skill employees who would like to improve upon their math and reading skills. Friese said this is the first time the CWA and the university have worked together to increase literacy in the workplace.

"It's taken a lot of committee work," said Gary Josephson, director of membership for the Communication Workers of America.

"The hardest part was overcoming the apprehension that our workers had about such a program."

He said that because this is only a pilot project there are no cut off dates for the program to end.
OSU ends agreement with United Resources

By Jill Wolfram
Lantern staff writer

The Ohio State Office of Personnel Services has told United Resources, a company that sells tax-deferred annuities, that it will no longer accept salary-reduction agreements from the company.

In an Oct. 13 letter from Madison Scott, vice president of Personnel Services, United Resources was told "due to the number of problems the university has experienced with your sales force, and due to the continuing nature and severity of the problems, The Ohio State University will no longer accept Salary Reduction Agreements from United Resources/IASC, its employees or representatives effective immediately."

A salary-reduction agreement allows funds to be taken out of an employee's paycheck in the form of tax-deferred annuities, which are then designated as supplemental retirement funds. When buying a tax-deferred annuity, an employee has money deducted from his or her salary, reducing gross income so the employee pays less income tax. The money is then put into an account until the employee retires or reaches the age of 65 1/2. The money is not taxed until it is withdrawn and claimed as income for the year.

The U.S. Department of Justice has said the university must cease doing business with United Resources and that it is preparing to sue the company.

A company does not have to be authorized to sell annuities on campus, said Steve Stoffel, associate vice president of Personnel Services. "Because of a state law, Ohio State must take payroll deductions for any carrier who can have 50 contracts in hand, he said. The action the university has taken does not mean that United Resources can no longer market annuities on campus, Stoffel said.

"We can't stop them from coming on campus because this is a public campus," he said. "What we can say is that we will no longer accept agreement for salary-reduction forms from them, so it would serve no purpose for them to market here.

"As far as I'm concerned, at this point we've taken the action we're going to take, and we're considering the matter closed," Stoffel said.

Action against United Resources was taken because of a series of complaints made by OSU employees that United Resources representatives used aggressive sales tactics, Stoffel said.

"Some employees were bothered consistently in their business place by representatives using pressure tactics," he said. "There were also some things that we felt were..."
misrepresentative in their advertising about university endorsement."

According to Scott's letter to United Resources, there has also been an incident involving an OSU employee's signature on a salary-reduction agreement. This is the second occurrence of a questionable signature involving United Resources, said Jim Roesch, coordinator of risk insurance in the Office of Personnel Services.

Roesch said the Office of Personnel Services became aware of a problem with the signatures when they returned copies of the salary-reduction agreement to the employees.

"When the forms were returned to the employees, they said, 'Wait a minute, we didn't sign this,' " Roesch said.

Jerry Sheets, vice president of United Resources, denied that any of his employees had been involved in falsifying an OSU employee's signature.

"The charges are totally groundless," he said. "Categorically, we deny the forgery."

When asked about Sheets' denial, Scott said he didn't have any information contrary to his letter.

Sheets said the company is currently working with Scott to resolve what appears to be a misunderstanding between the university and United Resources.

"There's a dialogue going on right now between us and Mr. Scott," he said. "We both agree there's a procedure that we're working through right now to try to resolve the situation."

The university will honor existing agreements between its employees and United Resources, Stoffel said.

As of Oct. 31, 1988, approximately 132 OSU employees had authorized payroll deductions for United Resources, said Helen DeSantis, assistant vice president for Personnel Services.

Fourteen companies dealing with annuities are currently participating in the payroll deduction program, she said.

Scott said he did not want to speculate whether the university could come to an agreement with United Resources.

The Office of Personnel Services is waiting to "see what the company has to say with respect to conducting business on campus, and after we see that we'll be in a better position to give a response," Scott said.

Sheets said he had been told by Julie Winkel, an investigator with the policy holder service division of The State of Ohio Insurance Department, that no complaint had been officially or unofficially filed with them. However, Winkel said this only applied to her division.

Marcia Hartley, an assistant director with the fraud division, said the continuing problem between Ohio State and United Resources has been reported to the State of Ohio Insurance Department Fraud Division. Hartley said the division is looking into the matter, but said she could not comment on the investigation.
MEMORANDUM

To: University Faculty and Staff Members
From: Madison H. Scott
Subject: Health and Fitness Appraisal Screening Program
Date: November 21, 1988

The Office of Personnel Services, in concert with other offices/departments, as well as with interested individuals, has been exploring several health promotion options that could complement our existing health care programs. One option being considered is a wellness program. Wellness programs, sometimes known as health promotion programs, have been defined by the American Hospital Association as "the process of fostering awareness, influencing attitudes and identifying alternatives so that individuals can make informed choices in order to achieve an optimal level of physical and mental health and improve their physical and social environment." The thrust of wellness programming differs from traditional health care approaches because it seeks to help people while they are still well, unlike traditional health programming that addresses health problems after they have occurred.

With these thoughts in mind we are pleased to announce that through the cooperative efforts of the School of Health, Physical Education and Recreation and University Health Services, the University will shortly begin a pilot health appraisal screening program for faculty and staff members. This health appraisal screening should provide information to help individuals evaluate their current health habits and/or conditions which may ultimately affect their future health.

As was noted in a health care coverage memorandum dated February 8, 1985, much time has been devoted to exploring and studying improvements and enhancements to our current health care programs. This health appraisal screening program will be implemented early next year and will offer an opportunity for eligible faculty and staff who are currently enrolled in one of the health care programs to
MEMORANDUM

To: University Faculty and Staff

From: Madison H. Scott

Subject: University Tax Deferred Annuity (TDA) Programs

Date: December 6, 1988

As you may recall, due to some past difficulties the University suspended acceptance of TDA Salary Reduction Agreements which individuals entered into with United Resources. These difficulties between the University and United Resources have now been resolved and we will immediately begin accepting Tax Deferred Annuities written by United Resources at the request of University employees.

Please keep in mind that in addition to United Resources there are other TDA carriers on campus including:

Aetna Variable Life Insurance Co.
Equitable Life Assurance Society
Great-West Life
H.D. Copeland and Associates
IDS Financial Services, Inc.
Paul Revere
Prudential Insurance Co. of America
Steinhaus Financial Group
T. Rowe Price
Teachers Insurance and Annuity Assn.
Variable Annuity Life Ins. Co.

If you have any questions about Tax Deferred Annuity planning please call 292-3438.
participate in a one-stop, one-hour assessment of selected health and fitness factors, including:

- Cholesterol level
- Cardiovascular fitness
- Body composition
- Nutrition analysis
- Coronary artery disease risk profile
- Physical fitness profile
- Stress management
- Smoking cessation

Upon completion of an assessment each participant will receive an individualized status report regarding each of these health and fitness factors and they will also receive specific recommendations for enhancing their health and fitness profile. It is estimated that the cost of the health and fitness appraisal screening will be shared equally by the University and the participating faculty/staff member. It is anticipated that the Health and Fitness Appraisal Screening will be offered one week during each academic quarter. More specific information regarding dates, costs, etc., will be announced at the beginning of Winter Quarter.

It is hoped that this health and fitness appraisal screening will ultimately assist individuals in preventive measures to reduce individual health problems and promote optimal physical function. From an institutional perspective this program should reduce overall health costs and create an environment of positive health awareness.
Rising cost of benefits sparks concern, study

By David Tull

Coping with the escalating costs of medical benefits can be compared to confronting an emergency in surgery, according to one University official.

"We've got to see what can be done to stop the hemorrhaging," says Madison Scott, vice president for personnel services.

Ohio State officials and a University-wide committee are taking a careful look at how increasing costs in benefits can be managed while assuring employees continued access to necessary medical care. Sometime in the coming year, officials hope to find some answers to the problem.

It seems likely that University employees will be asked to increase their out-of-pocket contributions toward the cost of their own health care. A wide range of options are possible to accomplish this.

While employees do pay a portion of vision and dental coverage, Ohio State pays 100 percent of their medical care premiums, points out Stephen Stoffel, associate vice president for personnel services. This is an unusual arrangement for educational institutions.

A recent survey covering the Big Ten, plus the University of California, Columbia, Harvard and Stanford universities, showed only Ohio State and Purdue paying 100 percent of family medical premiums. About half pay 100 percent for single coverage. Purdue has since reduced its share, Stoffel says. The percentage paid for family coverage by the surveyed institutions ranges down to 46.2 percent at Stanford. The average is about 75 percent.

The problem is that the cost of benefits, particularly health care benefits, is spurring ahead of predictions, not only at Ohio State, but at universities and businesses throughout the nation. And these costs are expected to continue to rise rapidly. National news and trade journals have predicted a 20 percent to 30 percent increase in health insurance premiums for 1989.

At present, benefits cost the University about one dollar for every five dollars spent for salaries and wages, Scott says. Statutory benefits - those mandated by law, such as retirement and worker's compensation - account for more than half the cost. Medical benefits consume about a third of the total and are rising most rapidly.

"Take a salary and add five or six thousand to it for benefits," Scott says. That figure does not include the cost of vacation and sick leave, he adds.

About two-thirds of the University's nearly $1 billion budget goes for salaries and benefits.

The Benefits Evaluation Committee, appointed in May 1988, is scheduled to present its final report this month to the Office of Personnel Services.

The committee, made up of faculty, staff and administrators, studied University figures showing that the total cost of benefits had risen from about $74 million in 1983-84 to $98.9 million in 1987-88. Benefits for the current fiscal year are estimated to cost nearly $116 million. In fact, the cost might be even higher.

The cost per "full-time-equivalent" employee during the five-year period (1983-88) rose from $4,917 to an estimated $6,102, even as the total number of employees at the University has remained nearly constant.

Projecting a consistent rate of increase of 20 percent, benefits for 1989-90 may cost as much as $140 million, says Stephen Loeb's, chairperson and associate professor of hospital and health service administration. He also is chairperson of the Benefits Evaluation Committee.

"The question is, 'Can the University cover these increases in benefits without finding new sources of revenue?'' Loeb's says. "The answer is 'probably no.'"

Continued on page 6.
Continued from page 1.

Nor can Ohio State shift dollars from other activities to cover the cost of benefits without adversely affecting other critical missions of the University, Loews adds.

“Our committee has been examining the extent to which changes can be made in the benefit structure of the University to respond to these estimates of cost,” he says.

Although the committee examined total benefits, special attention was focused on medical costs. In 1983-84, medical benefits cost the University a total of $18.9 million, says Stoffel. The estimated 1988-89 costs are $38.5 million.

Over the last few years, about two-thirds of employees have opted for medical coverage under the University Alternative Health Plan (UAHP), taking advantage of the fact that the University both teaches medicine and maintains extensive hospital facilities.

Because of a major shifting from traditional insurance, the total spent for UAHP rose from $4.3 million in 1985-86 to an estimated $24 million for the current fiscal year, while totals for traditional coverage decreased slightly. Only 3,000 employees were covered by UAHP in the start-up year. Nearly 10,000 are in UAHP now, Stoffel points out.

Medical costs nationwide have responded to a variety of changes. New technologies and procedures have developed rapidly and they usually cost more. The increasing risk of lawsuits forces physicians to use more of these new tests and technologies “to cover all the bases,” Stoffel points out.

And, in addition, Medicare and Medicaid reimbursements for certain providers, such as hospitals, have been cut significantly by the Reagan administration and by states.

Hospitals and other health-care providers, in order to compensate for the loss of federal and state dollars, have increased their fees to private and employer-based insurance companies. Now these insurers are passing part of the increased costs on to their customers.

“The University is deeply concerned about employees’ health and well-being,” Stoffel says. “We currently have a deluxe medical program — one of the best in the country.”

No general solution has been found for the increased cost of medical care, says Loews. The committee expects that part of the answer for Ohio State will be “increased employee participation.”

Among many possible options are partial payment of premiums by employees, increasing the co-payments that employees pay for services, increasing deductibles, and development of cafeteria plans in which employees may choose the coverage they need.

The University has traditionally shoudered the major cost of medical care. Practitioners, such as physicians, also will be urged to do whatever is possible to keep fee schedules and other costs in line.

Both Stoffel and Loews suggest that “utilization patterns” may affect the cost. “When a set of medical benefits are available with very little cost, we (patients) tend to use them more than might otherwise be the case,” Loews says.

When both a husband and wife work, for example, they actually may have and use insurance from both employers. A greater understanding of the cost would enable employees to design coverage to save money without losing benefits.

“We are sure that employees necessarily will become much better informed about benefit structures, especially medical benefits,” Loews says.

“The evidence indicates that the University, just like other employers, has a problem because medical benefits have increased more than expected. Solutions must be found which will be different from previous solutions, and everybody in the University community will be affected.”
Health and Fitness Screening Program

The Office of Personnel Services, University Health Services and the School of Health, Physical Education, and Recreation, are pleased to announce that the University will offer a Health and Fitness Appraisal Program for faculty and staff. The program will provide specific information to assist individuals evaluate their current health practices and fitness level.

Program Components

The program will involve a one-stop, approximately one-hour assessment of selected health and fitness factors, including:

- Cholesterol Level
- Cardiovascular Fitness
- Stress Management
- Body Composition
- Nutrition Analysis
- Smoking Cessation
- Coronary Artery Disease Risk Profile
- Physical Fitness Profile

Participants will receive a personal report at the time of the evaluation for each assessment item. The report will include a description of the assessment, your personal value or score, a comparison to normal standards and recommendations for change and follow-up when necessary.

Eligibility and Cost

All faculty and staff who are currently enrolled in one of the University's health care plans are eligible. The cost of the examination will be $20 to each eligible participant with the balance being paid by the University. You may pay in advance or at the time of assessment.

When and Where the Assessment Will Take Place

The health and fitness screening is scheduled for February 7, 8, 9, 1989 at the Wilce Health Center, 1875 Millikin Road. You will note on the registration form that the time will be between the hours of 9:00 a.m. and 7:00 p.m. each day, but you must indicate your choices for time since it will be necessary to limit the number of participants at any one time. Confirmation will be sent to you shortly after receiving your registration.

Registration

Complete the registration form and return as indicated. Early registration will help ensure your participation at a desired time. Details on limited parking will be available upon receipt of registration. Deadline for Registration is January 27, 1989.

For more information call Judy Doran or Moira Kelsey at 292-5180.
Hard working heart

WITH A TURN OF A SCREW, staff nurse Jo Ann Homan increases the tension on an exercise bicycle as Kathy Burczak pedals. With the bike's ergometer Homan, of the exercise physiology cardiac rehabilitation program, is measuring how much oxygen Burczak uses, a measure of physical fitness. Burczak, landscape architect for grounds maintenance, was one of 510 employees who took the opportunity to be assessed for health and fitness Feb. 7-9 at Wilce Health Center. The program was such a success, officials are considering offering the screening spring quarter.
Personnel Services at
The Ohio State University

Jane A. Cape and C. Steven Higgins
The Ohio State University (OSU) has a $1 billion budget, with $700 million devoted to human resources. One of Ohio's largest employers, it is virtually a city without a mayor (Scott, 1989, August 2). Serving its "citizens" is a personnel system with an historical evolution that is for the most part similar to that which has occurred at other colleges and universities. Many of these institutions began to centralize their personnel administration activities during the mid-1940s, an era of rapid growth in higher education due to the large number of World War II veterans attending under the G. I. Bill. It was in 1946 that OSU's position of personnel director was officially created, with responsibilities for the employment, salaries, promotions, and transfers of all nonacademic personnel (Board of Trustees, 1971, July 30). As at many institutions, Ohio State's personnel program was payroll driven and was concerned primarily with administering the Ohio Revised Code and its applications to the civil service personnel. "Functions such as benefits administration and
unclassified compensation/classification systems for staff not governed by the classified civil service system were addressed by a variety of offices and officials with no overall University-wide structure or coordination" (Office of Personnel Services, 1981, September, p. 1).

By the end of the 1960s, it became very apparent that significant restructuring was needed. Less than one third of approximately 16,000 total OSU employees were served by the personnel office. However, the greater impetus for change was provided by the sweeping civil rights legislation that mandated equal employment opportunity for all individuals (Scott, 1989, August 2).

In September of 1970, the director of nonacademic personnel operated under the vice president of business and finance who was responsible for "recruitment of noninstructional personnel, the preparation and processing of all payrolls, the administration of sick leaves and vacation policies of all employees of the university except instructional personnel" (Board of
Trustees, 1970, September 10). A major restructuring occurred in July of 1971, with some of the duties of the former office of vice president for business and finance being reassigned to three executive directorships, personnel services being one of them (see Appendix A) (Board of Trustees, 1971, July 30). Madison Scott was appointed to direct this new area and given the freedom to experiment with the design and development of its organizational structure (Scott, 1989, August 2).

Scott set forth a philosophy for personnel services in his first annual report (Office of Personnel Services, 1971-72). The program according to Scott should be an integral part of the university missions of teaching, research and service as well as operate in an advisory and supportive relationship with all university departments and divisions. "The aim must be a balanced approach between a conscious commitment to excellence and a continuing concern for people and results that are basic to the University's well-being" (p. 3). According to Scott, DSU's
Personnel services developed into one of the few comprehensive systems in the nation (Scott, 1989, August 2). The program included recruitment and selection; payroll; affirmative action; and professional, staff, student, and university hospital personnel functions (for a fuller perspective of services, see organizational structure in Appendix B). Operation and development of the office was guided by the following mission statement:

The Office of Personnel Services is to create and maintain an ongoing personnel system which carries out (1) policy initiation and formulation, (2) advice, (3) service, and (4) control. This system being so established as to offer maximum service and efficiency to the University and the employees (Office of Personnel Services, 1971-72, p. A1).

In support of this mission, the following goals were established as having the highest priority for action:

- Determine the amount and type of data that will be collected, processed and included as part of
the employee information system.
- Analyze each managerial, administrative and professional position to determine the nature of the work, the necessary work experience and personal qualifications, the nature and amount of training required.
- Establish job classifications and appropriate salary ranges.
- Examine current employee categories to determine proper assignment and where appropriate, recommend reassignments.
- Revise personnel section of Operating Manual.
- Establish an exit interview system as a standard personnel management practice.
- Develop a more uniform procedure for orienting new employees to the University and to operations at the departmental level.
- Distribute minority reports to departments for updating of missing minority code information.
- Distribute classified position specifications and establish procedures for distributing
specifications for all positions.

- Establish methods and procedures for handling special wage personnel who work over 800 hours but who do not receive regular employee benefits.

- Establish an effective procedure for the adjustment of individual complaints for administrative and professional personnel.

- Institute a more comprehensive in-service training program for managers and line supervisors.

- Continue to analyze the practices of the Office of Personnel Services in light of the overall purposes and objectives of the University (p. 7-8).

Many of the goals established in 1971 were directly related to civil rights and affirmative action initiatives. Title VII of the Civil Rights Act of 1964 is the major federal statute which provides that all persons be given equal opportunity for employment without regard to race, religion, color, sex, or
national origin. However, institutions of higher learning were originally exempted from this policy (Ducey, 1974). Executive Order 11246, signed by President Johnson in 1965, prohibited discriminatory employment practices and required affirmative action by federal contractors. The executive order established "affirmative action" as a national policy. It was subsequently amended in 1967 to additionally prohibit sex discrimination. It was the 1972 amendments to Title VII that finally brought almost all colleges and universities under equal employment enforcement procedures. Sanctions for noncompliance with the above legislation by large contractors such as OSU are severe, resulting in "pending government contracts canceled; they [the contractors] may also be declared ineligible for future contracts" (Carnegie Council), 1975, p. 98-99).

The Ohio State University took an early proactive stance on Affirmative Action and equal employment opportunity by adopting a policy that predated Title VII and the executive orders. In 1969, the institution
first conducted a comprehensive work force analysis of black faculty. In 1970, it created the offices of affirmative action and minority affairs. Day care services were established for employees as well as students in 1973. During this same year an office for the physically impaired began operation (resultant of the Rehabilitation Act of 1973). A study of the status of women and an analysis of salary differentials were conducted in 1974. In the same year, a university-wide program for job-posting and professional recruitment was instituted. Ohio State was the first institution of higher education and probably the only institution to invoke sanctions as provided under the law to enforce affirmative action mandates on construction projects—e.g., to suspend University contractors for failure to comply with equal employment opportunity requirements (Scott, 1977, November 28, p. 2).

Madison Scott became the equal employment opportunity (EEO) officer for the university; after his appointment to personnel director in 1971, he continued to fulfill
EEO responsibilities for the next six years (Scott, 1989, August 2).

The office of affirmative action became organizationally distinct from personnel services in 1972 (Office of Personnel Services, 1977-78), and in the 1976-77 academic year, it became a separate administrative entity, reporting directly to the office of the president. The earliest priority of the affirmative action office was to identify university-wide problem areas in employment and set goals and time-tables. It was found that

The greatest deficiencies of the University are currently identified as the under-representation of minorities and women in top level administrative and professional positions and in faculty ranks. It appears that the problem in providing equal opportunity at The Ohio State University in all realms and at all levels is not so much that the total number of minorities and women is inadequate, but rather that they are concentrated in certain stereotyped positions and
job classifications, e.g., office and clerical for women; service work for blacks and in the faculty ranks--home economics and nursing (Office of Affirmative Action, 1971-72, p. 3).

According to annual affirmative action reports (1971-76), only modest gains in the employment of women and minorities were realized at the university. Thwarting the effort was the increasing mobility and growing employment opportunities for these individuals within all institutions subject to federal law.

In 1977, the university was notified by the Office for Civil Rights (OCR) under the U. S. Department of Health, Education and Welfare (HEW) that it was under investigation as the result of three complaints filed during 1972, 1974, and 1975, involving employment discrimination (Duffy, 1977). This charge by HEW and the university's response to it demonstrates the complexity of federal legislation and the enormity of the task of compliance.

According to a memorandum from Madison Scott to deans, directors, and department chairpersons, "the
University was requested to provide several comprehensive statistical reports covering faculty and staff employment by race and sex, tenure and promotion procedures, benefits, student enrollment by race and sex, as well as information, related to other specified practices and activities of the University" (Scott, 1977, December 7, p. 1). The initial May 3, 1977, letter from Charles Duffy, Higher Education Branch Chief of HEW Region V, gave the university forty days to submit the requested documentation. The university responded with over 150 pounds of documentation that was delivered by truck to the OCR Regional Office in Cleveland on May 23. A team from OCR investigated the complaints in August and requested additional data which the university supplied. The university was subjected to an additional on-site visit on November 14 to determine its eligibility to be certified to receive federal contracts and to assess its compliance with Executive Order 11246. The Office for Civil Rights determined in its evaluation that even though the university had shown good faith effort in the
affirmative action area, its program did not meet all regulatory requirements (Scott, 1977, December 7).

In a lengthy November letter to Duffy, Scott clearly conveyed the frustration of the university in its past efforts at meeting and at times exceeding governmental requests for employment data relative to affirmative action. A portion of the letter follows:

We are disappointed that your recent brief review of our written affirmative action compliance program materials leads you to a preliminary conclusion that The Ohio State University appears not to be in compliance with Executive Order 11246, as amended. Disappointed because in over seven years of submitting detailed data to you and your predecessors, we have reasonably assumed that the material and information were in compliance with your needs and reporting requirements. And further, disappointed because we sincerely believe that this University has made every good faith effort to address and report, as candidly as could be done, its accomplishments as well as failures
in matters related to Affirmative Action/Equal Employment Opportunity on this campus. Indeed, we believe that the depth and presentation of our efforts are substantially equal to or greater than that of any other research/doctoral institution in the country (Scott, 1977, November 28, p. 1). Scott closed his letter with a reference to the most recent data requests, indicating that "these abstractions and imprecise standards have become particularly onerous and difficult to respond to being applied, as they are, in the context of a pre-award audit with its inherently unreasonable and unjust time constraints" (p. 5).

The tone of Scott's letter is perhaps understandable in light of a tabular history of HEW data requests that he appended to the letter. Beginning in August of 1970, HEW announced a site visit and requested 16 reports. The reports were submitted, but review teams never arrived and 19 months later HEW acknowledged receipt with a letter complimenting the organization and comprehensiveness of the reports. A
similar request was made in 1972; this time there was no acknowledgement of receipt of submitted reports. In 1974, OSU voluntarily submitted an affirmative action plan, and a letter from Duffy expressed appreciation of OSU's spirit of cooperation. The May, 1977, letter from Duffy informed the university of these aforementioned employment complaints and one additional nonemployment affirmative action complaint. The university was given ten days to respond to the 59-month-old complaint, requiring 6 separate reports; it was given 30 days to prepare 43 reports in response to two 30-month-old complaints along with another, a mere 23 months old (Scott, 1977, November 28).

The 1977 compliance review by the Office for Civil Rights culminated in a conciliation agreement whereby the university agreed to modifications in its affirmative action plan. Among the changes were updates on numerical goals and a time table relative to the university's work force (Office of Affirmative Action, 1976-78). A particular problem area was the utilization of racial/ethnic minorities in higher-level

After ten years of operation, the office of personnel services had made substantial progress toward creating a framework for a comprehensive university program. The personnel activities which had formerly been conducted on an ad hoc basis were now coordinated and monitored under one department, allowing for consistent application of policy and attainment of established goals (Office of Personnel Services, 1981).

An emerging issue of the 1980s for OSU's personnel program has been collective bargaining for unions representing university employees. These are the following: Fraternal Order of Police, International Association of Firefighters, Communication Workers of America, and the Ohio Nurses Association. The Ohio Collective Bargaining Law of 1983 created significant changes by allowing O.S.U. workers to negotiate wages in addition to working conditions which had previously been negotiable. In Ohio as well as across the nation, unions have been losing blue collar membership and have
attempted to organize professionals and paraprofessionals (Gaeth, 1989). An unsuccessful attempt was made in 1987 to organize clerical workers, technical staff, and aids at the university hospital. According to the director of employee relations at OSU, the past decade has been a relatively smooth period in labor relations within the institution (Ringer, 1989).

Personnel services has most recently conducted a pilot program for performance evaluation of the nonbargaining classified civil service staff. The purpose was to create and test the efficacy of a performance appraisal form for these workers. Trial testing is now complete and the instrument is being evaluated and refined (Scott, 1989, August 7).

If not amended by Congress, Section 89 of the Tax Reform Law will have a devastating effect on benefits administration in all institutions, including those which are educational (Gaeth, 1989). Section 89 establishes nondiscriminatory rules concerning the provision of health and other welfare benefits. "Generally, if benefits provided to non-highly
compensated employees are not comparable to those offered to highly compensated workers, the highly compensated employees may be taxed for the additional discriminatory benefits they receive" (Staff, 1989, p.8). A concern for OSU is the large number of part-time employees who are not currently receiving a proportionate share of the benefits package (Gaeth, 1989).

The rising cost of health insurance has led to the necessity for employees to begin sharing in the expense of their health care package. Until fiscal year 1989-90, the university had paid virtually 100 percent of the costs (including family coverage) of what is by many standards a rich health insurance plan. Personnel services was very successful in assuaging the potential ire of 17,000 employees through involving all levels of university personnel in the decision making process and regularly communicating to all the progress of the discussions. As a result, relatively few complaints were registered with either personnel services or the office of the president regarding the inevitable
changes (Scott, 1989, August 2).

In conclusion, personnel services at The Ohio State University has evolved from a fragmented and limited set of concerns to a centralized office having an expanded and diversified mission--a mission that has successfully integrated with practically every facet of the institution. The overall challenge in the past as well as in the future is to address the changing needs of the institution's most valuable resource, its employees. Given the institution, it is perhaps quite appropriate to use a football metaphor in describing personnel services as both the offensive and defensive interior lines--unheralded, yet vital in advancing and protecting the university through each quarter of play.
Appendix A
Appendix B
References

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The following paper was written to fulfill a graduate course requirement at the University of Toledo. Jane Cape is Assistant Professor of Business Technologies at Lima Technical College. Steve Higgins serves as Coordinator of Developmental Education for The Ohio State University at Lima and Lima Technical College.
SPECIAL SEMINARS, INSTITUTES, & INTERNSHIPS TO ADVANCE
YOUR CAREER
PROFESSIONAL DEVELOPMENT PROGRAM

THE OHIO STATE UNIVERSITY
OFFICE OF HUMAN RELATIONS
You can build on your existing skills and develop new ones by participating in Ohio State’s Professional Development Program (PDP). This program can help you advance your career and achieve personal growth. It offers two-day seminars, off-campus summer institutes, and internships across the University. Enrollment in the program is limited, and to be selected for the Professional Development Program, you must participate in a competitive application and selection process. The PDP Selection Committee, comprised of your peers, evaluates each application for the various programs and selects the successful applicants.

WHO IS ELIGIBLE?
All full-time faculty, administrative and professional staff, and classified civil service staff with three years of continuous employment at The Ohio State University are eligible to participate in PDP. (Individuals selected within the past two years are not eligible to apply.)

TWO-DAY SEMINARS
(Conducted in cooperation with Ohio State’s Public Management Program)
Location: Columbus, Ohio

Stress Management
March 27-28
Open to all university employees, this seminar is designed for anyone who would like to learn to manage stress more effectively. The program addresses causes of stress, self-assessment, warning signs of stress, and stress reduction.

Basic Supervision for On-Line Managers
April 3-4
This program is for managers and supervisors who are new to their jobs or seasoned managers who wish to learn new basic principles and techniques of management. You will receive an overview of current management systems and techniques/strategies for successful management of both operations and individual employees.
Challenges Facing Women as Managers
May 22-23
This seminar provides women who are relatively new to management with the opportunity to receive viewpoints from others in similar positions. You'll learn practical management techniques and proven strategies for handling managerial problems in the work environment. This seminar will also help you realize your full potential and increase your value to the organization.

Coaching Skills for Managers
May 29-30 & June 26
This seminar is designed for managers or supervisors who are seeking more effective ways of dealing with employee performance or who are uncomfortable discussing issues affecting employee performance. This program provides you with an opportunity to develop an action plan for dealing with a coaching situation in your own work setting. The first two days will set the stage and allow time to create such a plan. The final day of training will provide a chance to receive follow-up training and further direct one for your plan.

Executive Secretarial and Administrative Assistant Seminar
June 5-6
This program is designed specifically for secretaries, administrative assistants, and office managers who want to improve the results of their work. The seminar will provide you with techniques for working more effectively with others. Topics addressed include communication, managing conflict, effective behavior, and managing situational.

Time Management
June 19-20
Open to all University employees, this seminar provides practical, proven methods for increasing your productivity and tackling important assignments through careful time management. Anyone who wants to get more done in less time by setting priorities and delegating tasks should apply for this seminar.

Effective Performance Appraisal
June 27-28
This seminar will focus on the knowledge and skills needed to evaluate, counsel, correct, and reward employee performance. The program is designed for managers or supervisors who want to learn more about the purpose and uses of performance appraisal, enhance their skills in collecting relevant performance data, and learn how to organize a performance appraisal interview and appropriate follow-up.

Interpersonal Communication and Counseling Skills
July 10-11
This seminar is designed to improve the communication and counseling skills of managers. Research clearly demonstrates the relationship between effective communication skills and employee productivity, optimal problem-solving, job satisfaction, and positive employee/employer relations. Seminar content addresses attitudes, listening skills, and conflict management.

Tools for the First-Time Manager
July 12-13
This seminar will give newly or soon-to-be appointed managers an understanding of basic management systems, techniques, and strategies. The program is designed to help the first-time manager or supervisor analyze the implications of the move into management, relate the job to the goals and objectives of the organization, and develop a basic "tool kit" of key interpersonal skills that are important in beginning a career in management.

Effective Delegation
July 25-26
Managers cannot do everything themselves; there just isn’t enough time in the day. Therefore, a manager must learn when and what to delegate. This seminar offers you a comprehensive, step-by-step approach to delegating.

INTENSIVE INSTITUTES
Mid-Management Development Seminar: "Managing Yourself and Others"
May 7-11, Columbus, Ohio
This program is designed to create a unique learning experience for mid-level public managers who are responsible for planning and directing daily operations of organizational units and programs. It focuses on the "people skills" nature of the managerial job, identifying the fundamental philosophies, skills, and
tool managers must cultivate in order to carry out the manage-
ment function effectively. Topics addressed are: the manager’s
role, leadership/management styles, problem solving, interper-
sonal and organizational communications, and motivation. This
seminar is conducted by The Ohio State University School of
Public Policy and Management’s Public Management Program.

Business Management Institute
June 3-8, Milwaukee, Wisconsin
This institute is designed for staff involved in fiscal operations
and business management. This includes department and
college-level business and financial personnel, accountants,
mid-level managers, and academic-unit administrators. Par-
ticipants engage in hands-on experiences that offer practical
approaches to financial operations. The curriculum includes the
following topics: strategic planning and budgeting, financial
analysis and interpretation, administrative-support services,
career and professional development, communication skills, time
management, and technical writing. This institute is conducted
in cooperation with the Central Association of College and
University Business Officers.

Management Development Program (MDP)
June 24-July 6, Cambridge, Massachusetts
This institute is designed for administrators who manage major
academic/administrative units within the university. MDP
participants include chairpersons, directors, deans, and assis-
tant/associate vice presidents. The purpose of this program is to
prepare administrators to develop resourceful solutions to the
higher education issues and problems they are likely to encounter
as they advance professionally. The curriculum focuses on the
following topics: cultural diversity in higher education, decision
making, faculty/personnel policy and administration, financial
management, human resource management, law and higher
education, and leadership and organization. MDP is conducted
by the Harvard University Graduate School of Education and
the Institute for Educational Management.

Summer Institute for Women in Higher Education
Administration
July 1-21, Bryn Mawr, Pennsylvania
This institute is designed for women faculty and administrative

and professional staff who want to prepare themselves for more
challenging administrative responsibilities. The unique aspect of
this program is its commitment to the development of a profes-
sional network of skilled women educators and administrators
who seek to improve the professional opportunities for women
in higher education. Instructional units address the following
topics: academic governance, finance and budgeting, human
relations skills, management and leadership, policy issues in
higher education, and professional development. The Summer
Institute is conducted by Bryn Mawr College and Higher
Education Resource Services, Mid-America.

Institute for Educational Management (IEM)
July 8-August 4, Cambridge, Massachusetts
This institute offers a comprehensive and rigorous program for
senior executives in higher education. Participants typically
include presidents, provosts, vice presidents and others with
institution-wide responsibility. IEM provides an opportunity for
growth, renewal, and the development of new insights into
higher education through a focus on management and leader-
ship. The curriculum is enhanced by a series of prominent
speakers and intellectually challenging discussions on topics of
concern to college and university administrators. The IEM
curriculum is organized around four major themes: (1) monitor-
ing the environment, (2) setting directions, (3) marshalling
resources and support, and (4) managing implementation.
Specific courses address strategic planning and marketing, labor
relations and human resource management, law and politics,
financial management and decision analysis, and leadership.
IEM is conducted by the Harvard University Graduate School of
Education.

Columbus Area Leadership Program (CALP)
Sept. 1990-June 1991, Columbus, Ohio
This program is a professional development program designed to
meet the needs of individuals who have demonstrated an interest
in community service by serving as community volunteers.
Through monthly seminars the program provides participants
with the opportunity to enhance and strengthen leadership skills
and establish an extensive network with other community
leaders. The program addresses issues such as economic develop-
ment, local government and political problem solving, leader-
ship, health care delivery, human services, human relations, the justice system, education and effective schools, and the arts and news media in Columbus and central Ohio. This program is conducted in cooperation with the Columbus Area Chamber of Commerce.

Leadership for a New Century: A Professional Development Opportunity for Women in Higher Education Administration
This program is designed to examine important educational issues, strengthen leadership abilities, and enhance the management perspectives of women in higher education. This professional development program is comprised of two distinct components: (1) a week-long content-intensive seminar and (2) a structured learning experience on campus under the guidance of a mentor. The seminar will provide practical skills as well as personal leadership development. The other aspect of the program requires the participant to identify and complete a significant project that will benefit her institution as well as provide opportunities for developing new skills and perspectives. Seminar presentations by women CEOs and national experts will address topics such as budget and finance, institutional governance, organizational change and transformation, legal issues, personnel management, personal power, and leadership. This program is conducted by Arizona State University and the National Institute for Leadership Development.

Management Development Seminar for Assistant & Associate Academic Deans
November 7-9, 1990, Washington, D.C.
This seminar is designed for relatively new assistant and associate academic deans or senior faculty who may be considering such a position. The seminar will provide an understanding of the complexities of the job of assistant or associate dean, assist participants in the development of effective management techniques, and provide opportunities to discuss common problems and concerns. Topics addressed during the seminar include administrative strategies, the role of the middle manager in facilitating change, legal issues, budgeting, and effective writing for administrators. This seminar is conducted by the National Association of Academic Affairs Administrators.

INTERNSHIPS
Loaned Executive Program for the United Way Campaign
August 20-November 20, 1990, Columbus, Ohio
This program provides the opportunity for one of Ohio State's faculty or staff members to work on the Franklin County United Way campaign. The successful candidate will serve as a "loaned executive" on a full-time basis for 13 weeks. Loaned executives increase their awareness of community needs and human services available and have the opportunity to enhance their leadership abilities through public speaking, organizing presentations, and managing others. Participants also meet some of our community's top business, professional, and government leaders. Before receiving account assignments, loaned executives participate in a three-week training program that emphasizes product knowledge and fundraising techniques.

University Internship Program
This program is designed to provide faculty and staff with intensive on-the-job training in a different unit of the University. The University Internship Program provides an opportunity for participants to work with staff and faculty in a new academic or administrative unit of Ohio State University, obtain new knowledge and skills, enhance their interpersonal and professional abilities, and explore different career options. Ideally, the intern will gain new insights and a better understanding of how the University operates with internal and external agencies, departments, and organizations. Internship Program candidates identify potentially appropriate placement sites, based on their personal and professional backgrounds and interests. The internship is a full-time commitment lasting from three to six months.
HOW TO APPLY
For more information about these professional development programs and an application, please return the attached Response Form to:
Ned L. Callom, Program Coordinator
Office of Human Relations
378 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1357

For additional consultation, contact Ned Callom at 292-4747.

Application Deadline is Friday, December 15, 1989.

The Professional Development Program is an affirmative action initiative. All eligible faculty and staff are encouraged to apply regardless of race, color, creed, religion, age, sex, sexual orientation, national origin, handicap or Vietnam-veteran status.

RESPONSE FORM
Please complete this form, check the box next to the program(s) you are interested in, and return this form to Ned Callom, Office of Human Relations, 378 Bricker Hall, 190 North Oval Mall.

Please type or print (in ink):
Name ________________________________
Title/Position __________________________
Department/Office _____________________
Room Number & Building ________________
Street Address _________________________
Telephone _____________________________

1990 PROFESSIONAL DEVELOPMENT PROGRAM

Two-Day Seminars
☐ Stress Management
☐ Basic Supervision for On-Line Managers
☐ Challenges Facing Women as Managers
☐ Coaching Skills for Managers
☐ Executive Secretarial and Administrative Assistant Seminar
☐ Time Management
☐ Effective Performance Appraisal
☐ Interpersonal Communication & Counseling Skills
☐ Tools for the First-Time Manager
☐ Effective Delegation

Intensive Institutes
☐ Mid-Management Development Seminar
☐ Business Management Institute
☐ Management Development Program
☐ Summer Institute for Women in Higher Education Administration
☐ Institute for Educational Management
☐ Columbus Area Leadership Program
☐ Leadership for a New Century
☐ Management Development Seminar for Assistant & Associate Academic Deans

Internships
☐ Loaned Executive Program
☐ University Internship Program
Met Life buys out United Resources

By Katherine K. Buchmueller
Lantern campus reporter

Metropolitan Life Insurance Co. has agreed to buy a company that provides tax-deferred annuities to OSU faculty and staff. United Resources is one of 14 companies providing retirement and financial services to Ohio State.

Met Life has agreed to take on United Resources' tax-deferred annuity assets and will reinsure and guarantee United Resources contracts. Completion of the transaction is expected in November.

"There will be no dollar change for our clients or anyone. All contracts are immediately guaranteed and underwritten by Met Life," said Jerry Sheets, Midwest vice president for United Resources.

Larry M. Lewellen, OSU coordinator of insurance, said United Resources is one of 14 companies involved with the tax-deferred annuity plans available to university staff and faculty.

"There are approximately 140 OSU faculty and staff members involved with (United Resources). The tax-deferred annuities are a benefit that (it) provides to employees of non-profit organizations such as OSU," Bill Ahonen, financial services adviser with United Resources, said.

The company is not a direct part of the employee retirement plan, Lewellen said. The faculty retirement plans are handled by the State Teachers Retirement System and the staff retirement plans are handled by the Public Employee Retirement System.
TO: University Faculty and Staff

FROM: Madison H. Scott

DATE: October 26, 1989

SUBJECT: Drug-Free Workplace Policy

In a memorandum dated December 6, 1988, it was announced that a committee was being established to review the provisions of the Drug-Free Workplace Act of 1988. In addition, the committee was to review interim rules developed by the Departments of Defense and Transportation and to identify possible approaches for compliance. I am pleased to inform you that the Drug-Free Workplace committee has completed its review and submitted a report and recommendations to this office.

The committee considered several complex issues, including the scope of coverage, sanctions for noncompliance, regulatory implementation and other issues that affect the university community. The recommendations and proposed policy statements have been considered and incorporated into the policy.

As part of the requirements of the Act, The Ohio State University must provide a copy of the Drug-Free Workplace policy to each employee.

Attached hereto is a copy of the University’s Drug-Free Workplace Policy which meets the spirit and intent of the Drug-Free Workplace Act. Clearly, the inappropriate use of controlled substances is contrary to the University’s commitment to it’s faculty, students, staff and the general public.

MHS/klt

Attachment
Subject: Drug-Free Workplace

Applies to: University faculty, staff and students.

Policy

It is the policy of The Ohio State University that the unlawful manufacture, distribution, dispensation, possession or use of controlled substances by University employees in University facilities is prohibited.

Purpose

This policy is designed to comply with the Drug Free Workplace Act of 1988 (Pub. L. 100-690, 11-18-88) and to set forth the University’s standards as an employer for a workplace that provides a safe, healthy working environment for all employees.

Policy Guidelines

A. Compliance
1. It is a condition of University employment that each employee abide by the terms of the policy.
2. Employees violating the policy will be subject to appropriate University disciplinary procedures. Such procedures may include:
   a. The imposition of a corrective action up to and including termination under applicable University policies and labor contracts;
   b. The satisfactory participation in a drug abuse assistance or rehabilitation program by any employee convicted of a drug-related, workplace crime;
3. If an employee is directly engaged in the performance of work pursuant to the provisions of a Federal grant or contract, the employee must notify the Office of Personnel Services of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction. The University will notify the appropriate granting or contracting agency within ten (10) days after receiving notice from the employee.
4. Within 30 days of notification of a criminal drug statute conviction, the Office of Personnel Services will take appropriate personnel actions against the employee up to and including discharge, or require participation in a drug abuse assistance or rehabilitation program.

B. Drug-Free Awareness Program
1. Each new University employee will be given a copy of the Drug-Free Workplace Policy upon employment.
2. Every employee engaged in the performance of Federal grants and contracts shall be given a copy of this policy.
3. A drug-free awareness program has been established within the Office of Personnel Services through the University Faculty and Staff Assistance Program. The program will provide appropriate information, education, consultation and referral as well as address the dangers of drug abuse in the workplace.

C. Definitions
1. The term "drug-free workplace" refers to a site for the performance of work completed in connection with the employee’s assigned duties and responsibilities.
2. The term "controlled substance" refers to controlled substances as defined in Schedules I through V of section 202 of the Controlled Substances Act (21 U.S.C. 812).
   Controlled Substances include:
   a. Narcotics--opium, heroin, morphine and synthetic substitutes.
   b. Depressants--chloral hydrate, barbiturates and methaqualones.
   c. Stimulants--cocaine (and derivatives such as crack) and amphetamines.
   d. Hallucinogens--LSD, mescaline, PCP, Peyote, psilocybin, and MDMA.
   e. Cannabis--marijuana and hashish.
3. The term "conviction" means a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violation of the federal or state criminal drug statutes.
4. The term "criminal drug statute" means a criminal statute involving the manufacture, distribution, dispensation, use or possession of any controlled substance.
5. The term "University facilities" means any building or structure or any improved or unimproved land, or any part of any such building, structure, land or property which is owned, used or occupied by the Ohio State University.
Two training sessions will highlight services

The offices of Personnel Services and Business and Administration are working together to offer two new training programs for staff members. The result of the collaboration are free workshops on "Travel Procedures, Paperwork and Discounts" and "University Business Customer Services."

"These programs are a response to the needs of University staff and they represent a unique opportunity for employees to become acquainted with University services," notes Nancy Messerly, program assistant for staff development and training.

"Travel Procedures, Paperwork and Discounts" covers how to prepare a travel request, procedures for reimbursement, obtaining discounts on hotel rooms and rental cars, and more. Shirle Hasted and Edith Schmid from the Travel Office and Roger Bigelow of the Research Foundation will conduct the two-hour program.

Workshops are scheduled from 8:30-10:30 a.m. Jan. 18, Feb. 8 or March 8 in 233 Archer House.

The "University Business Customer Services" workshop is designed for staff who select or order products or services. Topics include how to order supplies through the Stores Department, the availability of high-quality printing services on campus, and using University office equipment and personal computer repair service.

A session will be held from 8:30-11:30 a.m. Feb. 27 at the University Service Annex on Kenny Road. Registration is required. Forms are available at the Staff Training and Development office in 117 Archer House, or call 292-3581.
New university policy works for drug-free workplace

By Stacey Donovan
Lantern campus reporter

Ohio State has completed and put into effect a Drug-Free Workplace policy that sets standards for OSU working environments.

The drug-free workplace policy does not require drug testing, discipline of non-work related drug use, compelled participation in drug awareness programs and employer payment for treatment or counseling.

In December 1988 a committee of faculty, staff and students was appointed to study regulations from the Drug-Free Workplace Act and draft a workplace policy as mandated by the federal government, said Madison Scott, vice president for Personnel Services.

The policy states that the unlawful manufacturing, distribution, dispensation, possession or use of controlled substances by university employees in university facilities is prohibited.

According to the policy, controlled substances include: narcotics, depressants, stimulants, hallucinogens and cannabis.

"We must comply with this mandate or a whole range of actions could be taken (against Ohio State)," Scott said.

The policy pertains to all employees at Ohio State. It is the university's job to make sure they have a copy of the policy and understand it, Scott said.

One critical requirement in the policy is that an employee must notify the Office of Personnel Services of any criminal drug conviction that occurred in the workplace within five days of the conviction, Scott said.

According to the policy statement, the Office of Personnel Services will take appropriate actions within 30 days of notification of a criminal drug statute conviction.

Policy guidelines also state that any employee violating these rules will be subject to satisfactory participation in a drug abuse assistance or rehabilitation program, or possibly termination.

"Individual freedom is a very critical element of our protected rights, and I don't think we can just go around sticking our noses into everybody's locker or desk," Scott said. "We just don't operate that way."

"This is a tremendously sensitive issue and whatever we do, there must remain a high level of confidentiality," Scott said.

Hopefully through a variety of educational processes and working directly with individuals who have a drug problem, the university will develop a sufficient level of sensitivity so it will get the results it wants, Scott said.

A supplement to the Act is the Drug-Free Workforce policy regulated by the Department of Defense, which act as interim rules, said Kevin Carey, assistant to Scott.

"When the final workforce policy regulations are issued, the university must move forward with them," Carey said.

The workforce policy states that contractors working under a variety of Department of Defense contracts are obligated under the regulations to maintain a drug-free workforce.

The regulations for the workforce policy are a little different than the drug-free workplace, Carey said. The interim regulations require that there is an employee assistance program for employees working on contract.

"We are taken care of by that because we already have the employee assistant program," Carey said.

The University Faculty/Staff Assistance Program was started before the policy came out and was introduced out of concern there were people in the university who really needed help, Scott said.

The guidelines for the workforce policy state that supervisory training to assist in identifying and addressing illegal drug use by employees along with provisions for self-referral and supervisory referral must be offered.

Also drug testing of individuals in "sensitive positions" could be a requirement in the final regulations. It would be the responsibility of the contractor to identify those employees who satisfy the definition of a person in a "sensitive position," Carey said.

These contractors and employees have access to classified information, national security or consideration of health and safety," Carey said.
Workshops aim to offer practical help

The Office of Personnel Services has added two programs to the Staff Training and Development workshops. It also announced the Target Topic for winter quarter.

Faculty and staff who hire and direct student employees will find help in “Practical Strategies for Supervising Students.”

The session from 8:30-11:30 a.m. Feb. 6 offers guidelines on assigning work and following up, and ideas for appraising or disciplining student employees. Alice Grider, assistant director for residence life, will conduct the workshop.

On Feb. 23, the topic is “Substance Abuse Education and Training: A Response to the Drug-Free Workplace Act.” From 9-11 a.m., participants will address issues and learn how to help employees who need assistance.

Linda S. Scaggs, program director of the University Faculty and Staff Assistance Program, will lead the session.

“Learning More About Your Memory” is the Target Topic at noon March 5. William D. Dowling, professor of educational studies, will lead the brown bag program. He will deal with how memory works, limits in remembering information, and practical ideas for increasing recall. Registration is limited to 25 employees.

There is no charge for any of the programs, which are held in 233 Archer House. Registration is required. Forms are available in 117 Archer House or by calling 292-3581.
MEMORANDUM

To: University Faculty, Staff and Students

From: Madison H. Scott
      Russell J. Spillman

Date: April 20, 1990

Subject: Drug-Free Schools and Communities
         Act Amendments of 1989

On December 12, 1989 President Bush signed into law the Drug-Free Schools and Communities Act Amendments of 1989. As a result, effective October 1, 1990, all colleges receiving federal funds must develop a comprehensive program designed to prevent the use of illicit drugs and the abuse of alcohol by students and employees. As a prerequisite to receiving federal funds or any other form of financial assistance, including guaranteed student loan programs, the University must certify to the Secretary of Education that it has adopted and implemented a prevention program.

In response to this new Federal mandate, a University committee comprised of faculty, staff and students has been formed to develop a comprehensive prevention program. Specifically, the committee will be charged with the following:

- to examine the requirements set forth in the Drug-Free Schools and Communities Acts Amendments of 1989,
- to identify practicable approaches toward achieving compliance with these regulations,
- to draft policy statements that meet the expressed intent and spirit of the law,
- to prepare recommendations accordingly for submission to the University administration on or before September 1, 1990.
The committee appointees are:

Chairperson: Jeptha R. Hostetler, Associate Professor, Preventive Medicine

Ann M. Bauer, Student, Peer Assistance Program

David H. Boyne, Associate Provost, Academic Affairs Administration

Doris I. Charles, M.D., Director - Health Services, University Health Services

Mildred L. Chavous, Administrative Associate 1, Graduate School Administration

James H. Chisman, Assistant Vice President, University Public Safety

Rosa Maria Cormanick, Administrative Secretary 1, Slavic & East European Languages

Michael C. Gerald, Associate Dean, Professor, Pharmacy

Richard A. Hollingsworth, Dean of Student Life, Student Life

Joanne Markiewicz, Assistant Director - Residence and Dining Halls Administration, Residence and Dining Halls

Lisa L. Prudhoe, Student, BACCUS (Boost Alcohol Conscious Concerning the Health of University Students)

Linda S. Scaggs, Program Director - University Faculty/Staff Assistance Program

Saundra K. Schuster, Director - Student Development, Student Life

Arlene Thompson, Assistant Professor, Life Span Process

Joel S. Zarley, Student, Drug & Alcohol Resource Center

Attached are several documents which summarize the requirements under this new legislation. The University community will be apprised of further developments as necessary. Should you have any questions or comments, please contact Kevin P. Carey, Assistant to Vice President, Personnel Services, 2-8993.

MHS: wp

c: President Edward H. Jennings
Dear Colleague:

The Drug-Free Schools and Communities Act Amendments of 1989 (Public Law 101-226), signed by President Bush on December 12, 1989, requires your institution to sign a certification in order to receive any Federal funds. I have enclosed a copy of section 22 of this law, "Drug Free Schools and Campuses," which requires an institution to certify to the Department by October 1, 1990, that it has adopted and implemented a program to prevent the illicit use of drugs and the abuse of alcohol by students and employees. At a minimum, this program must include the annual distribution of the following to each student and employee:

- standards of conduct that clearly prohibit, at a minimum, the unlawful possession, use, or distribution of drugs and alcohol by students and employees on your institution's property or as any part of your institution's activities;

- a description of the applicable legal sanctions under local, State, and Federal law for unlawful possession, use, or distribution of illicit drugs and alcohol;

- a description of the health risks associated with the use of illicit drugs and the abuse of alcohol;

- a description of any drug and alcohol counseling, treatment, or rehabilitation programs that are available to students and employees; and

- a clear statement that your institution will impose sanctions on students and employees (consistent with local, State, and Federal law) and a description of these sanctions, up to and including expulsion or termination of employment and referral for prosecution for violations of the standards of conduct.

The law further requires an institution of higher education to conduct a biennial review of its program to (a) determine its effectiveness and implement changes if they are needed; and (b) ensure that the sanctions you have developed are consistently enforced.
As with any new legislation, we expect that questions will arise during the implementation of this statute. The purpose of this letter is to make you aware of these new requirements. We will provide you with additional guidance as necessary, including another "Dear Colleague" letter later this year with more information about these requirements. The Department will promulgate regulations to implement this law. These regulations will be published in the Federal Register as a Notice of Proposed Rulemaking (NPRM) so that you will have the opportunity to comment on them.

I look forward to working with you as we implement this new drug and alcohol abuse prevention initiative. If at this time you have any questions about this new legislation, you may call 1-800/333-4636.

Sincerely,

Leonard L. Haynes, III
Assistant Secretary

Enclosure
Section 22: The Drug Free Schools and Communities Act Amendment of 1989
(Public Law 101-226)

SEC. 22. DRUG-FREE SCHOOLS AND CAMPUSES.

(a) IN GENERAL.—

(1) CERTIFICATION OF DRUG AND ALCOHOL ABUSE PREVENTION PROGRAM.—Title XII of the Higher Education Act of 1965 (20 U.S.C. 1001 et seq.) is amended by adding at the end a new section 1213 to read as follows:

"DRUG AND ALCOHOL ABUSE PREVENTION

Sec. 1213. (a) Notwithstanding any other provision of law, no institution of higher education shall be eligible to receive funds or any other form of financial assistance under any Federal program, including participation in any federally funded or guaranteed student loan program, unless it certifies to the Secretary that it has adopted and has implemented a program to prevent the use of illicit drugs and the abuse of alcohol by students and employees that, at a minimum, includes—

"(1) the annual distribution to each student and employee of—

"(A) standards of conduct that clearly prohibit, at a minimum, the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees on its property or as part of any of its activities;

"(B) a description of the applicable legal sanctions under local, State, or Federal law for the unlawful possession or distribution of illicit drugs and alcohol;

"(C) a description of the health risks associated with the use of illicit drugs and the abuse of alcohol;

"(D) a description of any drug or alcohol counseling, treatment, or rehabilitation or re-entry programs that are available to employees or students; and

"(E) a clear statement that the institution will impose sanctions on students and employees (consistent with local, State, and Federal law), and a description of those sanctions, up to and including expulsion or termination of employment and referral for prosecution, for violations of the standards of conduct required by paragraph (1)(A); and

"(2) a biennial review by the institution of its program to—

"(A) determine its effectiveness and implement changes to the program if they are needed; and

"(B) ensure that the sanctions required by paragraph (1)(E) are consistently enforced."
University must learn to keep up with change

By David Tull

Change, diversity and challenge will be the key issues in the university of the future. Administrators must find new and creative ways to deal with these issues.

This was the overriding message of a conference April 10 and 11 conducted by the Office of Personnel Services. The conference, in the Fawcett Center, was titled "Tomorrow's Challenges for the University: Managing Change and Diversity."

But meeting change and diversity will be a difficult and sometimes costly task. There are issues of racial and ethnic diversity, demands for educators to confront moral issues, need imposed by changing economic factors and a changing workforce, and placing of human factors ahead of financial considerations.

"We must be change-oriented, we must be sensitive, we must be open to new and fresh ideas," said George Keller, speaking April 10 on "Serving the Public Interest: The Role of the University in the 1990's."

Keller is a professor and Senior Fellow at the University of Pennsylvania Graduate School of Education. He is author of Academic Strategy: The Management Revolution in Higher Education (1983), acclaimed by educators as an extremely influential book. "The United States is going through some of the most traumatic changes in history," Keller said. "You must understand these changes and think freshly about what is happening. It will affect everything you do for the next five to eight years."

Among the changes he cited:

- A revolution in demographics, powered by the sharpest decline in birth rates the nation has ever experienced, and dramatic increases in minority populations;
- The "greatest (flow of) immigration in the history of the United States" - from 700,000 to 1.2 million immigrants a year;
- The nation "becoming a geriatric society," with about 12 percent of the population over 65. That percentage is expected to reach 19 percent by 2020.
- Allocations for the elderly have increased from 19 percent of the federal budget in 1980 to 31 percent in 1988, he said. By 2020, it will be 40 percent to 44 percent.

More older students are attending universities. "By 2000, from one million two million people over 55 will be going back to college," he said.

"That means student bodies are changing from the traditional, young, residential college student, noted Keller. "We are no longer a boot camp for adolescents." The "luxurious eight-month calendar," based originally on the needs of a rural economy, may have to change, he suggested. More classes for adults in evenings and weekends may be added.

Education must be reevaluated, Keller said. "If we do not lead the way...we will not be able to respond to the new conditions."

But educational institutions have much to offer the nation and the world, he said. "We (in the United States) can't make anything cheaper than anyone in the world. What we have to sell to the world is our brains, originality, skill, education, inveniveness and creativity."

In the opening address, Roy Koenigskeeper, dean of the Graduate School, focused on "Values and Ethics: What is the Responsibility of the University?"

Continued on page 3.

Continued from page 1.

The changing nature of society and of education present new moral dilemmas, Koenigskeeper said. There are increasing pressures on students, faculty and administrators to "accommodate and 'scale down' adherence to their own value systems."

A long-term study of college freshmen has shown that their most important goal has changed over 20 years from developing "a meaningful philosophy of life" to becoming "well off financially."

Scholars and researchers meanwhile are confronted with an increasing complexity of issues, from national defense policies to moral questions entwined in medical and biological technology.

Addressing the issue of teaching values, Koenigskeeper said that a university "will...for a period of time...be one of the most significant forces in the lives of our students."

"A university has the options of ignoring the teaching of values, of helping students clarify their own values, of teaching a process for making value decisions, or of teaching a specific set of values," he said.

In concluding his address, Koenigskeeper cited four characteristics of the university that have a role in values. These include academic freedom, the role of faculty as mentors, the multicultural nature of universities, and the primary mission of the university - education. "Universities seem not to have a clear picture of mission. That they are first of all educational institutions seems difficult to keep in focus."

"The final speaker of the day, Thomas Kochman, professor of communication and theatre at the University of Illinois at Chicago, spoke on the implications of cultural diversity.

The nation is changing in cultural and social perspective from a "melting pot" to a "salad bowl," he said. Cultural diversity is becoming valued more highly than efforts to identify with existing cultural standards.

"The melting pot notion is that we treat everybody the same...but to benefit from equal treatment, we all have to become the same. The same treatment, equal treatment, is not always fair and equitable treatment."

An example might be a dinner host who served different foods to a vegetarian guest and non-vegetarian guest. Although the cost of a steak dinner and a vegetarian meal might be quite different, each guest would have been treated fairly because his or her needs were met. The same principle can be applied to treating employees fairly, Kochman said.

"The purpose (of the conference) is to share timely information about changes that impact the academy," said Madison Scott, vice president for personnel services. The office for a decade has sponsored conferences which examine university life.
Committee to draft new policy on drugs, alcohol

By David Tull

Ohio State expects to meet federal requirements for a policy on drugs and alcohol before the Oct. 1 deadline.

In December 1989, President Bush signed into law the Drug-Free Schools and Communities Act Amendments. The law requires all colleges that receive federal funds to develop a comprehensive program to prevent use of illicit drugs and abuse of alcohol by both students and employees. Schools that miss the October deadline cannot qualify for any kind of federal funds, including guaranteed student loans.

"We implemented a policy on drug use in October 1989," says Kevin Carey, assistant to the vice president for personnel services. That policy stemmed from the federal Drug-Free Workplace Act of late 1988. A major change in the new requirement is the addition of alcohol.

"We have a commitment to have a new policy in place by October, even though we could comply with 'good faith' progress," Carey says. "This will be a comprehensive policy affecting students, faculty and staff. We need to make people aware that it's not just drug abuse — that alcohol is also a prevalent problem on campus."

In April, a 15-member committee of faculty, staff and students was named by Madison H. Scott, vice president for personnel services, and Russell J. Spillman, vice provost for student affairs. The committee now is completing the final draft of a Universitywide policy.

Materials containing part of the policy are being distributed to all students as they return. Also available is a new eight-page brochure, with a brief statement on drug and alcohol abuse, a section on understanding drug and alcohol abuse — including a guide for self-assessment, a listing of University resources and a listing of community resources.

Materials will be distributed to all faculty and staff in the near future.

Federal requirements demand a policy statement containing, at a minimum, the following, five elements, says Jeptha Hostetler, associate professor of preventive medicine and psychiatry, chairman of the committee:

• Prohibitions against unlawful possession, use and distribution of drugs or alcohol by any student or employee on University property or as part of University activities;
• Descriptions of applicable legal sanctions under state, local or federal laws;
• Descriptions of the health risks;
• Descriptions of drug and alcohol counseling programs available; and
• A clear statement of University sanctions up to and including expulsion or termination of employment.

"Some institutions may satisfy the law by doing the minimum," Hostetler says. "We're inclined to move ahead (to a more comprehensive program). President Gee is interested in this issue and we want to put more into it than the minimum."

For example, the sanctions required by law may serve as "a way to get help for people who need it," Hostetler says. "This policy has some heart to it, instead of saying, 'we're out to get you.'"

The University Faculty and Staff Assistance Program, operated through the Office of Personnel Services, is very active in providing confidential help, Hostetler says. "We're in good shape there."

However, he says not enough services are available for students with drug or alcohol problems. "What we have is good, but there's just not enough of it. Counseling and Consultation Services is excellent, but hugely overcrowded." The University cannot keep up with students sent for treatment by the community's judicial system.

National statistics predict 10 percent of a given population will have problems with drugs or alcohol. Hostetler, doing research with a $92,000 grant from the Fund for the Improvement of Post-Secondary Education, has surveyed Ohio State students and believes that percentage is accurate here. That means 4,000-5,000 students.

Part of the FIPSE grant has gone for a Peer Assistance Program with a hotline for students (292-TALK).
Plan set up to stop drug abuse

By Carol Helmick
Lantern staff writer

In order to receive federal funding, Ohio State has developed a policy designed to prevent the use of illicit drugs and the abuse of alcohol, said Kevin Carey, assistant director to the vice president of business and administration.

According to a written statement, universities receiving any kind of federal funding must develop a policy as part of an anti-drug program.

This requirement was created by Congress as part of the Drug-Free Schools and Communities Act Amendments signed by President Bush in 1989.

The policy has to meet some minimum requirements and must be distributed to students, faculty and staff annually, Carey said.

The policy must include:
- Standards of conduct concerning the use and distribution of illicit drugs and alcohol by students and employees.
- A clear statement that the school will impose sanctions against students and employees who violate those standards.
- A description of applicable legal sanctions under local, state and federal laws.
- A description of health risks of illicit drugs and the abuse of alcohol.
- Information about drug or alcohol counseling, treatment or rehabilitation programs that are available to students or employees.

Ohio State's policy was certified and given to the Ohio Department of Education on Oct. 1, and it is currently in effect. Students will be receiving a copy of the policy in the next two or three weeks, Carey said.

The committee that designed the policy was chosen by Madison Scott, vice president for personnel services; and Russell Spillman, vice provost for student affairs.

The committee members consisted of some faculty who had served on a Drug-Free Workplace committee in the past. There were also student and faculty representatives.

The committee met five or six times between March and August, said Jeptha Hostetler, associate professor of preventive medicine and committee chairman. He said the committee debated mostly over how much to focus on health consequences and what Ohio State's stance would be.

"We don't want to just meet the mandate, but we would like to establish a policy that would make a difference," Hostetler said.

The Drug-Free Workplace policy, which was Ohio State's previous policy, covered sanctions against using, selling and possessing illicit drugs, Carey said. The new policy includes alcohol and is much broader, he said.
OHIO STATE TO COMBINE PERSONNEL AND HUMAN RELATIONS OFFICES

COLUMBUS -- President E. Gordon Gee will recommend to the Board of Trustees that The Ohio State University's personnel and human relations offices be combined under a new Office for Human Resources and Relations.

Ohio State's Office of Human Resources, formerly the Office of Personnel Services, administers the university's payroll and benefit programs, employment services, labor relations, and child care program. The office currently reports to the vice president for business and administration.

The Office of Human Relations, which includes the university's Affirmative Action office, Career Development office, and Professional Development, reports to the president.

The new office will be headed by a vice president. Gee said he expects to announce next week a search committee for a vice president to direct the office. The consolidation of these areas will not take place until a vice president is appointed, although Gee noted he hopes that can be accomplished by this fall.

The combination of these offices will help streamline and integrate human resource activities, according to Gee.
"The coordination of our efforts, through this new office, will enable us to focus our energies on significant issues related to human resources and human relations with an intensity not possible under the present organizational structure," Gee said.

Gee emphasized that Ohio State must manage its work innovatively and further reduce bureaucracy. "The consolidation of the university's human resource activities will most certainly put us on the path toward achieving that goal," he commented.

Sue Blanshan, executive officer for human relations, noted that the consolidation of human resource activities will help the university respond to the changing nature and needs of the workforce.

"Over the years, our human resource/relations activities have focused on critical issues related to gender, age, marital status, professional development, career goals, health, and family and financial concerns," she said. "As our services and activities grow, so too does our need to integrate our efforts, reduce the red tape, and close the gaps that lessen our effectiveness."

President Gee will recommend the new structure to the university's Board of Trustees at its April 5 meeting at the Fawcett Center for Tomorrow.

Contact: Madison Scott, executive assistant to the president and secretary of the Board of Trustees, 292-8153.
Gee strives for consolidation

By Samantha G. Haney
Lantern staff writer

University President E. Gordon Gee made a recommendation last Friday to the Board of Trustees to combine two Ohio State offices as a part of his “de-bureaucratization” effort.

Gee said his recommendation to combine Ohio State’s personnel and human relations offices to create a new division called the Office for Human Resources and Relations is the second half of a plan recommended by former University President Edward Jennings in 1985. The first half of the plan, to create the Office of Human Relations, was implemented under Jennings.

R. Reed Fraley, assistant vice president for Health Services and executive director of University Hospitals, will lead a national search for a vice president for the new office, Gee said.

Madison Scott, vice president for personnel services and secretary to the Board of Trustees, said the person chosen for vice president will bring dynamic leadership abilities and a vision of dealing with human resources and relations to the position.

“We need to be sensitive to things now that we didn’t face 20 years ago, like child care,” Scott said.

Gee said the new office will not only create an organization that has greater responsibility, but also one that can respond quicker to upcoming problems.

Gee said the new office will be the “connective tissue” that will provide one place not only for fundamental services, but also will emphasize the value of the individual.

“We need to constantly emphasize that the most valuable asset of a university is its human capital,” Gee said.

He said part of the restructuring includes the Office of Affirmative Action working closer with the President’s Office.

Franklin Simpson, associate executive officer of the Office of Affirmative Action, said he expects the partnership of personnel and human relations to be effective.

Simpson said the two offices have already worked closely together in a number of projects and “being under one umbrella will only enhance those relationships.”

Simpson said he also expects the responsibility of the Office of Affirmative Action for creating “inroads” for campus diversity to increase.

“We need to get to the point where the majority of people within our community take an interest as well as an active role in diversifying our campus,” Simpson said.

Stephen Stoffel, associate vice president of personnel services, said institutions like Ohio State are labor intensive and have many “human questions.” He said Ohio State needs better organization to take these questions to the 1990s and beyond.

Stoffel said the offices are currently working with a limited number of people, and he doesn’t expect the number of staff to change. “That’s not the thrust here, but to make it more efficient,” Stoffel said.
TRUSTEES APPROVE REORGANIZATION OF ADMINISTRATIVE STRUCTURE

COLUMBUS -- Trustees of The Ohio State University on Friday (7/12) approved reorganization of several areas of the university's administration on the recommendation of President E. Gordon Gee.

The action affects Student Affairs, Communications, Development, Human Resources and Relations, Legal Affairs, and Business and Community Relations.

With the exception of a special assistant for Business and Community Relations, no new positions were created; instead existing positions and personnel were reconfigured.

The restructuring is necessary to address budgetary reductions, better serve the academic and intellectual mission of the university, and improve efficiency, Gee told the trustees.

"Our administrative structure must no longer define and confine the limits of our scholarly aspirations -- rather, our aspirations should define that administrative structure," he said.

"In short, the central administration must be made more responsive to the institution's primary goals of teaching, research and service."

--more--
Office of Human Resources and Relations. This new office will combine the former offices of Personnel Services, Human Relations, and Affirmative Action, thereby eliminating some duplication and making more effective use of resources. "I expect that this office will address issues of workplace literacy, skill competency in the information age, diversity, faculty/staff compensation, and family and workplace issues, to name only a few," Gee said. A search is currently under way for a new vice president to head this office. In the interim, Gay B. Hadley has been named acting associate vice president for human resources and relations; Nancy K. Campbell has been appointed acting director of career development; and Robert M. Ransom is acting director of affirmative action. Sue A. Blanshan, formerly executive officer for human relations, has been named a senior policy analyst in the Office of the President.
July 29, 1991

Dear Faculty and Staff:

On April 9, 1991 the President convened a search committee which was asked to recommend several candidates for the position of Vice President for Human Resources and Relations.

The Committee is committed to establishing a broad-based, culturally diverse group of appropriately experienced, sensitive, qualified candidates from which to identify the recommended candidates. In an effort to ensure that the group of considered individuals is appropriately inclusive and as well qualified as possible, the Committee also has engaged the executive search firm of Fox-Morris Associates to provide assistance.

As of this date, the Search Committee has established a classified advertisement (see attachment) campaign which includes ads in the Wall Street Journal, New York Times, Chronicle of Higher Education, Human Resource News, and the AAR/EEO Affirmative Action Register among others. The Committee also published this position in the University Personnel Postings bulletin (Green Sheets) and sent letters to the presidents of approximately fifty research universities asking for their assistance in nominating/identifying candidates. We know that many of you may be aware of potential candidates and we ask you to encourage these individuals to apply for the position by August 9. Additionally, we encourage each of you to nominate qualified individuals. Nominations can be forwarded to:

R. Reed Fraley
Search Committee Chairman
The Ohio State University Hospitals
S101 Rhodes Hall - Box 188
410 West 10th Avenue
Columbus, Ohio 43210-1228

The Committee is extremely sensitive to the leadership role that the position of Vice President for Human Resources and Relations will play in the future of the institution and in the individual lives of the faculty and staff. Thus, if you have comments that you believe are appropriate for the Committee to consider as it fulfills its responsibility, we would ask that you share them in writing with the Committee. Written comments can be sent to the above address.

As we now embark upon the most exciting part of the process, which is reviewing the qualifications of nominated individuals and interviewing the best qualified candidates, we intend to move
Faculty and Staff  
July 29, 1991  
Page Two  

expeditiously. Throughout this process, it is our intent to balance the individual candidate's personal needs for confidentiality with the University's needs for broad representation of its faculty and staff throughout the interview process. While clearly everyone cannot directly be involved in this review process, it is our hope and belief that the committee members' personal backgrounds and experiences within the University community, coupled with the experience of the executive search firm and with participation of other selected individuals of the University community, will allow us to act in a broadly representative manner.

It is the Committee's anticipation that we will be able to provide a list of qualified candidates to the President in the early fall.

Sincerely,

[Signature]

R. Reed Fraley  
Search Committee Chairman for the Vice President for Human Resources and Relations  
The Ohio State University

RRF:ka

Committee Members:

R. Reed Fraley, Committee Chair, University Hospitals  
Carole A. Anderson, College of Nursing  
Wanda E. Barnett, Minority Affairs  
H. Randolph Bobbitt, Jr., Academic Faculty of Management and Human Resources  
Helen R. DeSantis, Business Management  
Richard F. Edwards, Ohio Agricultural Research and Development Center  
Howard L. Gauthier, Jr., Office of Academic Affairs  
Elizabeth A. Hart, Financial Management  
Lawrence A. Kennedy, Department of Mechanical Engineering  
William T. McDaniel, Jr., Department of Black Studies  
Al Mathews, Physical Facilities Resource Management  
Marlene D. Payha, Department of Linguistics  
Randall B. Ripley, Department of Political Science  
Nancy M. Rudd, Department of Family Resource Management, and Secretary of University Senate  
Saundra K. Schuster, Office of Student Life  
William R. Smith, Department of Geography  
David W. Wirick, National Regulatory Research Institute
VICE PRESIDENT
FOR HUMAN
RESOURCES
AND RELATIONS

The Ohio State University is seeking an experienced Human Resources professional as Vice President of Human Resources and Relations. Major responsibilities include professional and staff employment services, payroll and benefits administration, employee relations, labor union negotiations, faculty and staff assistance program, child care center, training and career development, affirmative action and human relations as related to diverse service oriented programs.

This position reports to the University President.

Qualified candidates will hold a graduate or professional degree. The individual selected will have a demonstrated record of administrative effectiveness in a broad range of specialty areas associated with a comprehensive human resources/relations program in a college/university, public agency, corporate or other setting.

Each candidate should submit a resume, a list of five references, and a two-page statement of general philosophy and top priorities in providing leadership for the Office of Human Resources and Relations in a public, research, university environment.

To assure full consideration, applications should be received by August 9, 1991. Send to:

R. Reed Fraley
Search Committee Chairman
The Ohio State University Hospitals
S101 Rhodes Hall - Box 188
410 West 10th Avenue
Columbus, Ohio 43210

The Ohio State University is an Equal Opportunity/Affirmative Action Employer.
Networking for women theme of fair

By Samantha Haney
Lantern staff writer

More than 60 organizations from Ohio State and Columbus will gather Tuesday for the seventh annual “Wome-N-etworks” in the Ohio Union. The organizations are all resources that can be useful to women in a variety of subjects.

“There are not a lot of formal opportunities for women to network,” said Eileen Best, graduate administrative associate for Women’s Student Services. “Women want to take advantage because networks are places they can receive teaching or training.”

She said the competition for reaching students at this time of the year is fierce. It is important to reach students early in the year and inform them about the resources at Ohio State and Columbus, Best said.

“All the groups invited reflect our service in that they are multi-faceted and that we are in fact an office that believe women have choices and should have choices,” Best said.

Instead of lectures, this year’s fair format will have live entertainment from pianist Joyce Robinson and performing artist Tel Street, a graduate student in women’s studies. Best said the number of groups and entertainment will attract many students to the fair.

“We see it as an excellent event so we can get OSU women to see Columbus has an active chapter of National Organization for Women,” said Patricia Varieux, president of the Columbus Chapter of the National Organization for Women.

She said the program is an excellent outreach tool for OSU students who might be overwhelmed by Ohio State.

Street will perform her one-woman show where she acts, sings and raps. “I hope the performance offers education but the goal is to entertain,” she said.

Street has performed her show at other universities.

“Wome-N-etworks” is sponsored by the Office of Women’s Student Services, the Office of Human Relations and University Hospitals.

Sue Jabloski, director of University Hospitals marketing and communications, said many groups request the hospitals to sponsor activities. “We choose programs that will be of value to one of our communities, either Ohio State, Columbus or the hospital community,” Jabloski said.
Gee's search committee seeks qualified executive for position

By Kristen Foster
Lantern staff writer

Second in a six-part series.

A university search committee and an independent executive search firm are looking for a candidate to fill the position of Vice President of Human Resources and Relations.

The university search committee consists of 16 members, appointed by Gee, who must contribute at least two hours a week to the search.

Cleveland-based Fox-Morris Associates, the independent executive search firm, has been hired to assist in the search. Fox-Morris Associates would not comment on the firm's role in the search because they maintain a policy of confidentiality.

The fee spent for the independent search firm is an investment issue for Ohio State, said Gee.

"It's a modest expenditure to make sure we get the right person for the position rather than not get the right person and have spent a great deal of time and energy," said Gee.

The firm has stipulated the fee will not exceed $30,000, according to Sue Burge at the OSU purchasing department.

Applicants are being solicited within the university and around the nation. Advertisements have been placed in the Chronicle of Higher Education, the Wall Street Journal, the New York Times and Human Resources News.

The position was also advertised in the University Personnel Postings bulletin and letters were sent to the presidents of 50 research universities seeking qualified candidates.

Although applicants at Ohio State are being considered, Gee said he wants the best person possible for the job, whether they are in Columbus or not.

Applicants must have a post-graduate degree and a record of administrative effectiveness in a broad range of specialty areas associated with a comprehensive human resources program, said R. Reed Fraley, search committee chairman.

"We are looking for a broad based pool of individuals as diverse as possible, which includes women and minorities," said Fraley.

Gee said because the position is in a non-traditional area the search firm would help bring qualified candidates into view.

"The executive search firm helps bring a professionalism to the search and also their expertise," said Fraley.

The firm will help analyze resumes and gather a diverse group of candidates, including those who might not take notice of classified ads, said Fraley.

Fraley also said the consulting firm had contacts and references that could help attract qualified applicants to the position.

Qualified candidates are being reviewed in the next six-to-eight weeks and Gee has asked for a list of candidates sometime in the early fall, said Fraley.

Although the position is currently vacant, Gee said because of the vast range of faculty and staff issues which the position involves, it is necessary to fill.

Responsibilities of the position include: professional and staff employment services, payroll and benefits administration, employee relations, labor union negotiations, faculty and staff assistance program and human relations as related to diverse service oriented programs, according to a classified advertisement run nationally and within the university.

The salary for the position will be competitive but negotiable based on the qualifications of the applicant, said Gee.
Committee questions growth in A&P population

By Gemma McLuckie

The larger numbers of administrative and professional staff should be scrutinized, and their functions reviewed, a University Senate committee has recommended.

The Fiscal Affairs Committee pointed out in its annual report that the reviews could answer questions about why such growth in staff has occurred in the last decade. The information also could help in making budget decisions.

"Since 1981, the number of A&P staff has risen 67 percent," Nancy Zimpher, 1990-92 chair of the Fiscal Affairs Committee, told the University Senate Sept. 28.

Zimpher is professor of educational policy and leadership.

In its report, the committee urged Ohio State’s administration to make “an exhaustive review at all levels of the University organization” and “an investigation of the utilization of staff assigned to research or instruction.”

The total number of University employees rose 31.8 percent from 1982-90, according to data collected by the fiscal committee’s Spending Efficiencies Subcommittee.

However, the number of students increased only 2.1 percent from 1982-90. Faculty rose 10.8 percent.

"An interesting trend...shows... a significant increase in the number of graduate teaching assistants and other (non-faculty) teaching positions (20.8 percent), non-teaching assistants (91 percent), as well as administrative positions (55 percent)," the report pointed out.

Four categories of administrative and non-teaching personnel showed the most growth in the 1980s. Administrative staff went up 77 percent; professional staff, 50 percent; technicians, 91 percent; and non-teaching, 75 percent.

Zimpher said the fiscal committee has some thoughts on the upward trend in hiring A&P personnel. Committee members have discussed that:

- Staff may be needed to handle increased paperwork required by government regulations.

- A 110 percent jump in research spending from $68.8 million to $144.5 million indicates an increase in productivity, which may have called for support from technicians and graduate research assistants.

- There may have been a change in the focus of management. Also, some civil service posts may have been reclassified as A&P.

- "There has been a shifting in the role of faculty, and some of their duties are now carried out by administrative and professional staff," Zimpher said.

- The University has established service units such as UNITS, which call for more staff.

The committee also discussed ways the University might look more carefully at how people spend their time and at more effective operation.

Examples of more efficient operating changes could include:

- Using faculty for temporary assignments as administrators and as consultants "to develop improved systems, procedures and evaluation" of instructional and operational areas.

- An investigation into the feasibility of avoiding duplication by combining small colleges or departments, or by establishing Universitywide staff units to replace departmental- or college-level units.

- Adoption of a policy that requires eliminating or reducing programs and activities, or identifying new sources of funds, before undertaking new activities, initiatives or programs.
MEMORANDUM

SUBJECT: Benefits Forum

DATE: October 17, 1991

FROM: Stephen W. Stoffel

TO: University Community

The Office of Human Resources has scheduled two Benefits Forums for faculty and staff, to receive information and ask questions about the University benefits program. While there are no program changes at this time, we feel it is very important to provide an opportunity for communications and an exchange of ideas on this significant aspect of our compensation package.

The times and locations are as follows:

October 29, 10:00 AM Rhodes Hall Auditorium

October 30, 3:00 PM Law Building, Room 1

The purpose of these forums is to provide overview information on benefits programs such as medical, dental, vision, flexible spending accounts, life insurance, long term disability, fee authorization, retirement, tax deferred annuities, deferred compensation, and Ohio tuition trust. There will be time allowed for questions and answers after each subject. In addition, Human Resources staff will be available to discuss specific individual situations on a one-to-one basis, along with program booklets and forms.

The forums will be especially helpful during the open enrollment period to assist you with enrollment options, but will also serve new or existing faculty and staff with understanding their benefits. In addition, we will have a database available of all covered dependents, so that you can inquire and receive a print-out of medical, dental, and vision dependent coverage.

Please mark your calendar to attend one of these important forums. We look forward to seeing you there.
New employee benefits approved, implemented

By David Tull

They asked for it, they got it: Two benefits included in recommendations by the Staff Advisory Committee were implemented during the summer.

As a result, faculty and staff have wide access to prescription medications and have their own place to save and borrow money.

Both benefits were among recommendations in the 1990 report of the University Staff Advisory Committee.

In addition, the pharmacy network was recommended by a number of other University committees, according to Stephen Stoffel, associate vice president for human resources.

A branch of the State Employees Credit Union opened in 135 Means Hall in July. According to Stoffel, the credit union has two purposes — to promote savings with a high rate of return and to make loans to members at competitive interest rates.

Among the services offered are Individual Retirement Accounts, a Christmas Club, certificates of deposit, loans, and an ATM (automatic teller machine) associated with Green Machine and Money Station networks.

Anyone who deposits money in the credit union becomes a "shareholder." Deposits may be made directly or by payroll deduction.

The credit union also offers discounts on amusement park tickets and COTA bus passes.

"The office on campus is a direct result of a recommendation by the Staff Advisory Committee," says Stoffel. "They asked that we either create our own credit union or obtain an office of the State Employees Credit Union.

"Although the SECU at first thought we would not provide enough business, they took a second look and decided to put the office in the University Hospitals area. My understanding is that it's already been a very positive experience."

The Means Hall office is open Mondays and Fridays from 9 a.m.-4 p.m. and Wednesdays from 7 a.m.-4 p.m. For more information, call 293-3605.

"The University implemented the pharmacy network plan as a result of recommendations from the Staff Advisory Committee and organizations such as the Faculty Compensation and Benefits Committee and the University Health Care Advisory Committee," Stoffel says.

"The program has been very well accepted and we've had many positive comments. It seems to be doing what it was designed to do — improve access to pharmacies."

Under the plan, faculty and staff members covered by the Ohio State University Health Plan or the Traditional Health Plan received a ValueRx card that allows them to have prescriptions filled at a nationwide network of pharmacies.

With the card, employees pay only 10 percent or 20 percent of the total cost of the prescription, depending on whether the drug is generic or a name brand.

The network includes more than 1,000 pharmacies in Ohio and about 15,000 nationwide. In Central Ohio alone there are about 175 participating pharmacies.

Subscribers can obtain information on ValueRx or the names of participating pharmacies in other states by dialing 1-800-347-8777. On campus, call the claims assistance office at 292-1050.
MEMORANDUM

TO: Faculty, Staff and Student Employees
FROM: Penny O'Neil
SUBJECT: School District Income Tax Withholding
DATE: December 27, 1991

School district income tax is a tax specifically designated to support local schools. This tax is levied on the income of any individual who is a resident of the state of Ohio and who is a resident of a public school district which has imposed such a tax. Recently, the Ohio Department of Taxation provided the University with a listing of the school districts throughout Ohio which have enacted a school district income tax.

The Ohio Revised Code mandates employers to request from their employees the public school district of residence and to withhold the appropriate school district income tax. In compliance with this state requirement, please indicate the name of your public school district of residence on form W-4. This form may be obtained from your departmental fiscal officer and should be returned to the Office of Human Resources/Tax Office, 025 Archer House, 2130 Neil Avenue, as soon as possible but no later than January 10, to affect your January pay check.

It is important to note that the public school district of residence shown on your form W-4 should be identical to the public school district which you record on your state income tax return. If you are not certain in which public school district you reside, contact the nearest county or city school office whose phone number is listed in the 1991 Ohio Income Tax and Instructions booklet. The Office of Human Resources does not have access to this information.

Questions regarding this process should be directed to the Office of Human Resources/Tax Office at 292-2521.

Thank you.

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LINDA TOM SELECTED AS V. P. FOR HUMAN RESOURCES AND RELATIONS

COLUMBUS -- President E. Gordon Gee announced Wednesday (1/8) he will recommend Linda Tom be appointed as vice president for human resources and relations at The Ohio State University. Subject to approval by the university's Board of Trustees, Tom will join the Ohio State administration by Feb. 15. She currently is senior director of Corporate Human Resources for Rhone-Poulenc Rorer, an international pharmaceutical company headquartered in Collegeville, Pa.

As vice president for human resources and relations at Ohio State, her major responsibilities will include professional and staff employment services, payroll and benefits administration, employee relations, labor union negotiations, the faculty and staff assistance program, the child care center, staff training and career development, and affirmative action.

"The functions of the Office of Human Relations and Resources are central to the future of this university and to the individual lives of our faculty and staff members," Gee said. "I am very pleased that Linda Tom has agreed to serve as vice president of this important area. Her work in human resources administration in both the corporate and academic arenas has
shown creativity, leadership and sensitivity to diverse needs, as well as the ability to manage efficiently and effectively. I look forward to having her on our leadership team at Ohio State.
Units load green sheet before freeze hits

By Tom Spring

Job hunting? University Personnel Postings, also known as the Green Sheet, has listed 163 positions this week. It also posted another job where applicants are sought for an eligibility list.

That's up from 128 a week ago and 117 the week prior to Christmas. The increase may be attributed to college and support units anticipating that hiring would be reduced to meet budget reductions. They submitted postings ahead of time. President Gee announced a 30-day hiring freeze Jan. 13.

According to Leslie Flesch, assistant to the vice president for finance, the jobs on this week's Green Sheet can be filled. Application deadline is Jan. 17.

This week’s Green Sheet, however, is the last issue containing the usual posting of jobs. Beginning next week, the Green Sheet will be limited to faculty and those non-teaching jobs exempt from the hiring freeze. Exempted are health and safety personnel and staff funded from sponsored research projects.

“The workload in the employment office has been normal to heavy the past few weeks,” notes Penny Ellis, director of Employment Services. “During the 30-day freeze, Employment Services will continue to accept applications.”

This fiscal year has been a busy one for the campus employment offices in terms of job seekers, too.

“That’s a sign of the economy and the general cutback in Columbus and in industry,” Ellis notes. “Our applicant rooms have been crowded with people seeking employment with the University.”

Some offices, including Business and Administration, already were on selective hiring controls during the past year.

James E. Stevens Jr., assistant vice president for physical facilities, notes that further reductions in hiring makes services even more difficult to provide.

“When you’re a service organization, it’s one less custodian, one less groundskeeper, one less mechanic. The things they do don’t get done with the same frequency.”

Stevens’ office dealt with earlier reductions by eliminating middle management and reorganizing services.

“This is just one more shortage that’s going to occur. We’re evaluating our services.

“We look for ways to do the same level of services differently, but that becomes extremely difficult.”

For example, Stevens says, each custodian now has 32,000 square feet to clean each day. “That’s a lot of cleaning for one individual.”

William Hall, director of residence and dining halls, says his office just submitted postings for cooks, food service workers and custodians. “With early retirement, we’ve had a lot of turnover,” he says.

Among the steps Wall’s office has taken since Jan. 3 include the abolition of six administrative and professional and four civil service positions, which will save $340,000. Most of those staff took early retirement or transferred to other positions.

Wall says he expects that Residence and Dining Halls will have to reduce spending by several hundred thousand more dollars.

“It’s kind of a Catch 22 for us,” he says. “Our goal is to improve the quality of the residence hall environment. We’re going to do it by reducing the density.

“I’ve got to continue to reduce my operating cost to achieve that density reduction. The complicating factor is the University is asking for additional reallocation or cutbacks.”

Wall notes that Residence and Dining Halls already returns $3.6 million back to the University on an annual basis.
## Current Assessments of Possible Health Risks Associated With Drug Use/Abuse

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### Self Assessments

#### Co-Dependency (continued)

- Do you feel alone, fearful, anxious, angry, and frustrated most of the time?
- Are you beginning to dislike yourself and wonder about your identity?
- Do you feel responsible and guilty about the chemical problem?
- Have you taken over many chores and duties that you would normally expect the problem user to assume or that were formerly your own or hers?
- Do you feel utterly helpless that nothing you can say or do will influence the problem user? Do you believe that he or she cannot stop?

A “yes” to any three of these questions indicates that chemical dependency exists in the family and is producing negative changes in you.

### Resource and Referral Listing

- **Counseling and Referral for Treatment** Available through the Student Health Center and Counseling and Consultation Services. Faculty and staff may seek assistance through the University of California, Santa Barbara, and various agencies.

**Policy for Faculty, Staff, and Students**

- **Drug-Free University Policy**
  - **Definition:** A drug-free university is one in which the possession, use, or distribution of illegal drugs is prohibited.
  - **Prohibition:** Illegal drugs include all narcotics, stimulants, sedatives, and tranquilizers.

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**Ohio State University**

**Drug-Free Policy**

- **Definition:** A drug-free policy is one that prohibits the possession, use, or distribution of illegal drugs on university property.

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Purpose

The following policy is created to comply with the Drug-Free School and Community Act Amendments of 1986 (Public Law 101-226) which requires that the University adopt a program to prevent the illicit use of drugs and the abuse of alcohol by faculty, staff and students and to set forth the University's standards to provide a community setting that is safe, healthy and productive for all faculty, staff and students. All faculty, staff and students of The Ohio State University, including The Ohio State University Research Foundation, are covered by this policy.

The law requires, in part, the annual distribution of the following descriptive statements to each faculty, staff and student. There is no distinction between full-time and part-time, student or non-student. University policy will be subject to University's policy for staff, University rules governing student conduct, and the satisfactory completion of an alcohol or other drug assistance or rehabilitation program will be in compliance with collective bargaining agreements where applicable. Violation of this policy may lead to discipline up to and including the appropriate level of the faculty, staff, or student at the discretion of the faculty, staff, or student. University employees required to perform a function on behalf of the University are required to complete a training program before employment.

Drug Laws

Ohio Revised Code (ORC) Section 2925.02 provides that no person shall knowingly transport another with drugs for inducing or forcing them to use a controlled substance. Penalty for Violation: Mandatory imprisonment of 6 months to 12 years, depending upon amount and type of drug involved and history of previous drug abuse offenses.

ORC 2925.03 provides that no person shall knowingly transport another with drugs for inducing or forcing them to use a controlled substance. Penalty for Violation: Mandatory imprisonment of 6 months to 12 years, depending upon amount and type of drug involved and history of previous drug abuse offenses.

ORC 2925.11 provides that no person shall knowingly obtain, possess, use or use a controlled substance. Penalty for Violation: Drug abuse involving amounts of marijuana less than 100 pounds of marijuana resin is punishable as a second degree felony. For second offense involving marijuana resin results in mandatory jail time not to exceed 60 days and mandatory fines of $2,500. Drug abuse offenses involving other drugs may result in jail terms of up to 10 years and fines of $10,000.

ORC 2925.64 provides that no person shall knowingly possess a motor vehicle. Penalty for Violation: Fine of not more than $250 and/or jail term for not more than 30 days.

ORC 2925.12 provides that no person shall make, obtain, possess or use or distribute any drug abuse substances. Penalty for Violation: Jail term of up to 90 days and fines of $750.

ORC 2925.4 provides that no person shall knowingly use more than one drug abuse substances. Penalty for Violation: Jail term of up to 6 months and fines to $1,000.

Local Law

The Columbus City Council has adopted the following ordinance (Ord 119-89), the adoption of which effectively imposes a stricter penalty for possession of marijuana and marijuana resin than the current penalty.

Penalty for Violation: Up to $250 and 30 days jail.
Prejudice workshop postponed

By Tom Harmon
Lantern staff writer

A Campus of Difference, a program designed to reduce prejudice at Ohio State, has been postponed until late spring because of low registration. Efforts are being made to lower the program fee to make it more affordable.

The OSU Office of Human Resources and the Office of Affirmative Action are co-sponsoring the six-hour workshop to educate participants about their own biases.

Nancy Messerly, spokeswoman for the Office of Human Resources, said, "I think the problem with the low turnout is we did not do a good enough job of telling people what A Campus of Difference is all about."

Messerly said part of the problem might have been the $40 fee for the program and the fact that people were interested in other programs offered.

A Campus of Difference is one of several programs in the Cultural Diversity Program Series sponsored by the OSU Office of Affirmative Action.

A Campus of Difference is structured like A World of Difference and a Workplace of Difference. All three programs are part of a national organization affiliated with the Anti-Defamation League of the B'nai B'rith to reduce prejudice in all aspects of society, said Eunice Hornsby, training specialist in the Office of Affirmative Action Program Development.
OHIO STATE BOARD OF TRUSTEES:

- Approved a revised definition of "immediate family" for the purpose of sick leave benefits. The change allows employees to take sick leave to help care for "domestic partners" and allows bereavement leave in the event of the death of a domestic partner. Previously, employees could claim sick leave and bereavement leave when needed to care for a spouse, child, or member of the immediate family.

The new policy recognizes persons not related by blood or marriage. In order to designate a domestic partner, an employee would certify that the person lived with him or her, that they shared the common necessities of life, that they had been in that relationship for at least six months, that neither was legally married to another person, that they were not closely related by blood and that both were at least 18 years old.

Stephen Stoffel, associate vice president for human resources, told trustees that the change was recommended after study by several university committees. "Across the country, a large number of organizations -- large businesses, major universities, and big cities -- already recognize domestic partnership for coverage under their policies," he said. "They have recognized that there are a wide variety of relationships."
Domestic partner need not be kin

By David Tull

University employees now can claim sick leave to care for a domestic partner who is not related by blood or marriage. They also can take "bereavement leave" in the event of the death of a domestic partner.

The University Board of Trustees, meeting Feb. 7 in Columbus, approved a revised definition of "immediate family" in claiming leave.

The change in definition was recommended after study by several University committees, including the Faculty Compensation and Benefits Committee and the Staff Advisory Committee.

"Across the country, a large number of organizations — large businesses, major universities and big cities — already recognize domestic partnership for coverage under their policies," says Stephen Stoffel, associate vice president for human resources. "They have recognized that there are a wide variety of relationships."

University policy now allows faculty or staff to claim sick leave when needed to care for a spouse, sick child or other immediate member of the family. It also allows a limited amount of bereavement leave in the event of a family member's death.

The trustees' action directed the University to develop appropriate guidelines and forms to implement the new policy.

To designate a domestic partner, an employee probably will have to certify:

• That person lives with him or her.
• That they share the common necessities of life.
• That they have been in that relationship for at least six months.
• That neither is legally married to another person.
• That they are not closely related by blood.
• That both are at least 18 years old and competent to make a contract.

Stoffel says he expects the policy to be in effect within two weeks.
Retirees can return as part-time employees

By Gemma McLuckie

Some Ohio State retirees can return part-time to their old jobs under a new policy adopted Feb. 7 by the University’s Board of Trustees.

Previously, faculty and staff who took advantage of the early retirement incentive program were not allowed to work again for the University. The new policy enables colleges and academic support units to re-employ part-time those retirees who have expertise that is needed.

"Re-employment must be based on the needs of the University," says Stephen Stoffel, associate vice president for human resources.

Colleges, for example, might want a former professor to teach a course until a new faculty member can be found, he says. Or a retiring faculty member might complete an externally funded project or continue research.

A retiring staff member may have skills that are not easily replaced. Hiring him or her as a part-time employee would let Ohio State take advantage of those skills, Stoffel points out.

There are limits to the new policy, Stoffel says. Some are outlined in the rules of the State Teachers Retirement System and the Public Employees Retirement System. For instance, the rules prohibit re-employment during the first 60 days after an employee retires.

Other provisions are specific to Ohio State’s situation. They require:

* A maximum 50-percent appointments level. Also, faculty appointments can only be renewed for three years.

* Limiting the total of re-hires to 50 staff and 50 faculty each year.

* Setting the level of pay at the time of re-employment, based on the services to be rendered.

* Providing only the benefit programs provided for retirees by the University.
Hiring freeze ends today

By Jo Crawford and Tracey Hubiak
Lantern staff writers

The 30-day hiring freeze implemented by OSU President E. Gordon Gee will end today for departments with approved fiscal 1992 budget plans, officials said.

"Individual offices can selectively come off the freeze with an approved cut plan," said William Shkurti, acting vice president of finance.

The president's hiring freeze was only implemented for 30 days, and offices can now have the freeze lifted, he said.

Cooperative Extension Services, a branch of the College of Agriculture, is the first office to have the hiring freeze lifted.

"The office submitted its plan. The cuts have been approved and they will be off the freeze today," said Steve Stoffel, associate vice president of Human Resources.

Any department is permitted to lift the freeze if the office has its budget plan approved, Shkurti said.

Gee announced the hiring freeze Jan. 13 in response to a $14.5 million budget cut proposed by Gov. George Voinovich in December 1991. The cut was proposed by Voinovich to overcome a shortfall in tax revenue.

The freeze prohibited any university office from hiring administrative or professional personnel for 30 days.

The freeze also prohibited any reclassifications and new positions during the 30-day period.

Department budgets absorbed a 2.5 to 3 percent cuts for the remainder of the fiscal year. Departments must make the cuts to lift the hiring freeze.

The freeze affected 6,700 of OSU's 21,800 full-time employees. Faculty personnel were not the target of the freeze.

The Department of Continuing Education stated in a memo that its hiring freeze should be lifted soon.

The memo stated the hiring freeze will be lifted for individual offices following submission and approval of its fiscal 1992 budget reduction plans.

J. Lance Kramer, assistant provost for Continuing Education, could not be reached for comment.
Spousal equivalency approved by Trustees

By Lisa Susany
Lantern staff writer

The OSU Board of Trustees has passed a spousal equivalency policy extending sick leave and bereavement leave benefits to "domestic partners" of university employees, said Stephen Stoffel, associate vice president for human resources.

Employees are now allowed to take time off to care for domestic partners in the event of an illness or death. The new policy defines domestic partners to include persons not legally married or related by blood, Stoffel said.

The term "domestic partner" is limited to two adults who fulfill all of these requirements:

- The couple is living together in a committed relationship.
- The couple has lived together for at least six months.
- Neither partner is legally married to anyone else.
- Neither partner is closely related by blood.
- Each partner is each other's only domestic partner.
- Each partner is over the age of 18.

Ohio State and the University of Michigan are the only schools in the Big Ten that have a spousal equivalency policy. The University of Iowa is in the process of reviewing a similar policy, but it is still in the early stages, said Richard Saunders, manager of benefits at the University of Iowa.

"It's a good first step," said Brad Myers, member of the steering committee for the Association for Gay, Lesbian and Bisexual Faculty and Staff at Ohio State.

Myers said a long term goal for AGILBFS is to extend equal opportunities to domestic partners of university employees in other areas such as health insurance and tuition waivers.

Myers said a task force was organized several years ago to research the feasibility of extending the domestic partners policy into all areas of employee benefits.

The report found that it was appropriate and practical to implement the spousal equivalency policy at a cost of between $300,000 to $1 million to the university.

Myers said the new policy for sick leave and bereavement leave is a result of these findings.

See SPOUSE/ Page two

Although extending sick leave and bereavement leave to domestic partners will not be costly, there might be opposition to extending the financial benefits because of the nation's economic climate and the budget cuts facing the university, Myers said.

Also, many companies or institutions might be morally opposed to the new policy, Myers said.

"Many people feel these privileges should only be given to persons who are legally married," Myers said.

Myers said society's view of what constitutes a family is changing to include non-traditional family structures.

"You wouldn't have seen a program like this five or six years ago," Myers said. "It's gaining momentum across the nation and it's likely to continue," he added.

The Ohio Civil Service Employees Association also acknowledges domestic partners in its contracts, said Public Affairs Director Peter Wray.

"The OCSEA accepts a broader definition of family to include spouses or one who stands in the place of a spouse or resides with the employee," Wray said.

The OCSEA is the largest bargaining unit in Ohio, and its contracts cover about 35,000 state employees, including the State Auditor's Office and the State Treasurer's Office.
Benefit good as money in the bank

The Office of Human Relations and Resources offers the direct deposit benefit in order to make paydays more convenient for eligible Ohio State employees.

Direct deposit enables the University to deposit salaries automatically into bank accounts through a computerized electronic system.

The program eliminates all the hassles associated with cashing a paycheck, program administrators point out. Staff and faculty don’t have to match banking hours to their work hours, fight traffic, wait in long lines or fill out deposit slips. There’s no chance of losing a check or having it stolen. And even if an employee is sick or on vacation on payday, his or her money is in the bank.

The benefit is offered at no cost to permanent faculty and staff who have at least a 50 percent appointment.

More than 50 percent of eligible employees — 5,746 monthly employees and 1,251 bimonthly employees — are taking advantage of direct deposit.

The program is administered through the On-Line Consolidated Payroll Record (OCPR) system at University Systems.

“At present, the program is capable of automatically directing deposits to over 30,000 financial institutions throughout the United States and abroad,” says Gordon Springer, assistant director of applications development for University Systems.

Employees can have direct deposit to checking accounts, money market accounts, saving accounts and other types, he says.

Some banks, savings and loans or credit unions offer special advantages, such as free checking, to customers who have their salaries deposited automatically. Staff and faculty should check with their financial institutions for information because the University does not have details of the specials.

Eligible employees must pick up a direct deposit authorization card from their department or unit’s personnel officer. The card, which specifies their financial institution and account number, should be returned to the Office of Human Resources.

The information is entered into OCPR and is automatically verified. Before an employee’s first payday using direct deposit, University Systems sends a notification to the financial institution to inform it of the new arrangement.

“Sending this notification acts as a test run, and allows for an additional check before the funds are actually received,” says Lori S. Riggs, personnel technician for human resources.

The system is accurate and reduces the time needed to process direct deposit requests, she explains.

On payday, employees receive an earnings statement with all the usual information, plus a deposit slip, which acts as a receipt and proof of deposit.
Health and Fitness Screening Program

The Office of Human Resources & Relations, in conjunction with the Ohio State University Health Plan and the School of Health, Physical Education, and Recreation are pleased to announce that the University will offer a Health and Fitness Appraisal Program for faculty and staff. The program will provide specific information to assist individuals evaluate their current health practices and fitness level.

This successful program was offered in 1989 and 1990 and is offered again at the request of many OSU faculty and staff.

Eligibility and Cost

All faculty and staff and their spouses who are currently enrolled in one of the University's health care plans are eligible. The cost of the examination will be $25 to each eligible participant with the balance being paid by the University. You must register and pay in advance. Please use the registration form provided.

Program Components

The program involves a one-stop, approximately one-hour assessment of selected health and fitness factors:

- Total Cholesterol Level
- Cardiovascular Fitness
- Stress Management
- Body Composition
- Blood Pressure
- Flexibility
- Nutrition Analysis
- Coronary Artery Disease Risk Profile
- Physical Fitness Profile

In addition to the Health and Fitness screenings, information booths will be provided and questions will be answered about the OSU Faculty and Staff Assistance Program, the OSU Health Plan, the MedOhio facilities, the Optifast weight program, breast cancer including mammograms, the Ask-a-Nurse program, good nutrition habits, smoking cessation, stress management, alcohol and other drug abuse, long-term care/daycare, and sexually transmitted diseases including AIDS.

Participants will receive a personal report at the time of the evaluation for each assessment item. The report will include a description of the assessment, a personal value or score, a comparison to normal standards and recommendations for change and follow-up when necessary. If you choose, you may also have the assessment sent to your physician.

When and Where the Assessment Will Take Place

The Health and Fitness screening is scheduled for April 27th through April 29th in Room 073 Wilce Student Health Center, 1875 Millikin Road; and May 1st in Room 132 Rhodes Hall, University Hospitals. The registration form provided indicates the days and times during which the screening will be held. You must indicate your choices for time since it will be necessary to limit the number of participants at any one time. Confirmation will be sent to you shortly after receiving your registration.

Registration

Complete the registration form and return as indicated. Early registration will help ensure your participation at a desired time. Details on limited parking will be available upon receipt of registration. Deadline for registration is April 17th.

For more information call 292-5180.
HEALTH AND FITNESS SCREENING PROGRAM REGISTRATION FORM

Send completed form to: Business Office, Wilce Health Center, 1875 Millikin Road

Name ____________________________________________

Campus Address __________________________________

Campus Phone __________ SS Number ________________

Payment:

_____ $25 check enclosed (Payable to The Ohio State University)

_____ Credit Card — VISA MASTERCARD (circle one)

Card # __________________________ Expiration Date _________

Signature __________________________________________

Indicate below the top 3 choices of time and day for scheduling your assessment.
(1 = first, 2 = second)

8 a.m. _______ ________
9 a.m. _______ ________
10 a.m. _______ ________
11 a.m. _______ ________
Noon _______ ________
1 p.m. _______ April 28 May 1
2 p.m. _______ ________
3 p.m. _______ ________
4 p.m. _______ ________
5 p.m. _______ ________
Flexible appointments offer staff new options

By David Sonderman

A new policy that allows reduced staff appointments should give some staff members greater flexibility and some departments the opportunity to save money.

The policy was developed by the Office of Human Resources and Relations. It makes available 9-, 10- and 11-month appointments for Administrative and Professional staff; and 40-, 42-, 44-, 46-, and 48-week appointments for Classified Civil Service staff.

According to an April 16 memo sent to vice presidents, deans, chairpersons and administrative officials, the new policy is designed to “provide opportunities for flexible work schedules and budget savings.” These shorter appointments will enable departments to reduce staffing during the summer months or other times when there is decreased demand for support staff.

According to Penny O’Neil, assistant vice president for human resources and relations, the decision on whether or not a reduced appointment is possible is up to individual directors or deans. Reduced appointments “may be initiated by individuals or the department but must take into consideration work needs and/or budget,” the policy states.

“Some people will like the option,” O’Neil says. “They can have the summer off, still get paid over a 12-month period earnings, those will change also.

• Contributions to the Public Employee Retirement System will be made throughout the entire year. Retirement credit will be earned according to PERS guidelines.

• Fee authorization will not change.

“This is an idea whose time has come for many reasons,” says Pam Hussen.

‘This is an idea whose time has come for many reasons’

— Pam Hussen

and continue full health care coverage.”

The policy guidelines state:

• Staff will be paid throughout the entire fiscal year, based on the lower pay scale.

• Medical benefits, including dental and eye coverage, will not change; premium sharing will remain identical to 100 percent appointments. However, vacation and sick leave will be prorated based on the new appointment. Because life insurance and long-term disability coverage is based on academic counselor for industrial and systems engineering. She chairs the Staff Advisory Committee on salaries and benefits. “We understand the need to use it to save money but we applaud it more from the view that it would provide flexibility for staff.”

Flexibility in work schedules is something several groups on campus have urged for some time.

The policy grew from the recommenda-
tions of a human resources and relations task force last December, but the SAC and the Commission on Dependent Care included similar recommendations in reports this last year.

“I have already received some calls from people who want to volunteer for a reduced appointment,” says Judy Fountain, director of the Office of Dependent Care Services. Fountain worked last year with the Commission on Dependent Care, which saw flex time and reduced appointments as a way to help staff members deal with dependent care needs.

Fountain says that the tight economy has given the University the opportunity to look at alternative work schedules more quickly than she had expected. “Even though the budget problems have driven the new policy, it is a real plus that we now have a model for alternative work schedules which reflects the recommendations of the dependent care report.”

Anyone wishing additional information on receiving a reduced staff appointment should speak to their department’s personnel officer or call 292-2311.
Now you can discover University job vacancy information and promotional opportunities with just a phone call!

Office of Human Resources and Relations

JobLine

292-1212

Employment Services is pleased to announce this new service. Recorded instructions will direct you to:

- General information: touch 1
- Instructional positions: touch 2
- Research positions: touch 3
- Hospital Admin/Prof positions: touch 4
- Other Admin/Prof positions: touch 5
- Classified Civil Service information: touch 6

Available 7 days a week
24 hours a day
Updated weekly

The Ohio State University is an Equal Opportunity, Affirmative Action Employer. Qualified women, minorities, Vietnam-era veterans, disabled veterans and individuals with disabilities are encouraged to apply.
May 13, 1992

To: Deans, Chairpersons, and Administrative Officials

From: Linda Tom
Vice President - Human Resources and Relations

Re: Employment Services JobLine

Employment Services is pleased to announce a new JobLine which provides general application information and specific job vacancies from the current University Personnel Postings ("greensheet") to OSU job applicants, including promotional opportunities for current employees. This telephone service is available 24 hours a day, 7 days a week. Vacancy information is separated by occupational group for easy access and is updated weekly, usually by 5:00 p.m. on Friday. The attached announcement provides detailed instructions on using the JobLine.

Please distribute this information to interested faculty and staff members in your unit. JobLine announcements will be in onCampus, the Lantern and the University Personnel Postings.

I hope this new service is helpful to the University community. If you have any questions, concerns or would like to offer feedback regarding the JobLine, please feel free to contact Penny Ellis in Employment Services at 292-9380.

cc: E. Gordon Gee
Vice Presidents
Former clerk wants job back

By Bonnie Butcher
Lantern staff writer

A former OSU employee will address the university Board of Trustees at their meeting Friday to request that the board reinstate him to his job.

Patrick J. Foley, 39, 154 Grand Circuit Blvd., Delaware, said he was unjustly terminated as acquisitions clerk for the Engineering and Materials Engineering Libraries in June 1991. He said he believes the Board of Trustees, who have the power to reinstate him, will correct the injustice.

"I was terminated for neglect of duty, insubordination and failure to behave properly, but there was no insubordination, no neglect of duty and no failure of good behavior," Foley said.

Foley provided the Lantern with a copy of the performance report that he was given at the end of his 120-day probation period. The report showed him receiving all "excellent" and "good" marks and included such comments as "inquisitive and conscientious and hard working."

Stephanie Ehols, assistant director for OSU Employee Relations, said that she could not release information regarding Foley's termination.

"It's the university's position that Mr. Foley was terminated for just cause, and there were appeal processes available to him and he chose not to take advantage of them," Ehols said.

"I was terminated for neglect of duty, insubordination and failure to behave properly, but there was no insubordination, no neglect of duty and no failure of good behavior."

-Patrick Foley

Foley, who worked for the university for almost two years, said he has spent the last year fighting to overturn the termination.

Because of serious personal problems, Foley missed the 10-day window for appeal that is provided to state employees under Chapter 124 of the Ohio Revised Code.

On May 15, Foley purchased a full-page advertisement in the Lantern. The advertisement was in the form of a letter to President Gee requesting that Gee and the Board of Trustees use their authority to reinstate him.

Foley said that he will give the board his documents that explain why he believes he should be reinstated.

"Pat's questions are governed by the Chapter 124 of the Ohio Revised Code. What he is asking is that the Trustees take this extraordinary step to void his termination and order him back into his employment with the university. I do not know of any precedent in the history of the university where the board has chosen to make such a determination. How the board will ultimately determine what it's going to do is a matter that they themselves will decide," Madison H. Scott, secretary of the Board Trustess said.

Foley will address the board Friday at noon in the Assembly Hall in the Fawcett Center for Tomorrow, 1200 Olentangy River Road.
MEMORANDUM

DATE: July 15, 1992

TO: Vice Presidents, Deans, Chairpersons and Administrative Officials

FROM: Linda Tom (2-8993) Vice President, Office of Human Resources

RE: New Organization for the Office of Human Resources

It is a pleasure to share with you the new organization for the Office of Human Resources. The major purposes of this reorganization are:

- to improve basic services to the University community;
- to direct resources to priority areas; and
- to facilitate more effective internal coordination among functions.

An organization chart is attached for your information. Names of functional heads are noted. This unit integrates previously separate offices of Human Resources and Human Relations. The restructuring is consistent with President Gee’s directives to focus limited resources on priorities which support the institutional mission. The new organization will be implemented within the parameters of the department’s reduced FY 92-93 budget. New program priorities will be staffed and supported through redeployment of existing resources.

Key objectives of our new organization include:

- Improve Affirmative Action planning, compliance and implementation. Provide leadership and enhance capabilities for affirmative action, including veteran’s affairs.
Establish a new functional area — Human Resources and Organization Development. This unit will focus on staff, supervisory and management development. Priority will be placed on diversity training. System and organization improvement is of major concern.

Improve human resources data and information systems.

Resolve human resources problems at earliest stages. In the near future, human resources generalists will be assigned to serve designated departments and colleges. Employees and managers can call on the generalists to assist in resolution of human resources problems.

Centralize handling of internal complaints and non-union grievances and civil rights cases under one department — the Office of Human Resources Legal Services. This will improve coordination of these activities.

Address workplace issues through Work and Family Programs. This area will address policies and programs needed to more effectively manage issues important to the emerging workforce.

There are three senior positions which will be filled through searches. These are positions which have been restructured from existing unfilled senior level jobs. Timing of searches will depend in part on budgetary considerations. Interested internal candidates will be welcomed to apply. In the interim period, all unit heads will report directly to me.

Many of you contributed to my orientation to the University and provided invaluable insights and advice which are reflected in this organizational plan. Thank you for your help. I look forward to your continued support. Should you have questions regarding the organization, please do not hesitate to call.

LT:av

Attachment

c: E. Gordon Gee
OFFICE OF HUMAN RESOURCES
THE OHIO STATE UNIVERSITY

Vice President
Human Resources
Linda Tom

Mission and Outreach
Assistant Vice President
Gay Hadley
  - Policies Coordination
  - Communications
  - Recognition Programs

Executive Assistant to Vice President
Sheryl Hansen

Employee Relations &
Affirmative Action
Associate Vice President
(Open)

Affirmative Action
Rob Ransom
Ruth Gresham
  - Planning
  - Compliance
  - Consultation

Labor and Employee
Relations
Mark Ringer
  - Labor Relations
  - Human Resources
  - Generalists

Veterans Affairs
William Hospodar
  - Internal Grievances
  - Civil Rights Cases
  - Human Resources Issues

Human Resources Services
Assistant Vice President
(Open)

Employment Services
Penny Ellis

Benefits
Nick Maul

Classification & Compensation
Larry Lewellen

Human Resources Systems
Penny O'Neill
  - Payroll
  - Appointment Processing
  - HR Info System (HRIS)
  - Research and Information

Human Resources and Organization Development
Assistant Vice President
(Open)

Training and Career Development
Nancy Campbell
  - Executive & Management Development
  - Work & Family Programs
    Judy Fountain
    - Institutional Responses
    - Dependent Care Programs
    - Child Care

7/15/92
Office gathers forces to deal with layoffs

By Gemma McLuckie

An estimated 120 to 185 staff positions will be reduced because of cuts in state funding. The Office of Human Resources is working to ensure that layoffs are properly handled and that those who lose their jobs make smooth transitions to new positions.

"The objective is to inform employees as soon as possible and to coordinate notifications in order to minimize employee anxieties," says Linda Tom, vice president for human resources.

University fiscal officers announced July 10 that staff reductions came as a result of cuts in state instructional subsidies to the University and cuts in line-item funds.

Human Resources has established Universitywide timetables and procedures to assure employees are treated the same, Tom says.

The Office of Human Resources will review and approve staff reductions before employees are notified, Tom adds. "The review ensures compliance with University policies and ensures affirmative action objectives will not be disproportionately impacted," she explains.

Academic and support units must present Human Resources with proposals that show whether affected staff are Classified Civil Service or Administrative and Professional. They also give demographic details such as gender, race, disabilities, age, and veteran status.

Teams of human resources staff, including benefits and employment specialists, are advising managers and personnel in each college and academic support unit. The advisers are available to help every person affected by the staff reductions.

There are several aspects to reductions. Tom notes. On a institutional level, the University's work and mission must not falter. On a more personal level, managers must break the news, provide support to people who will lose their jobs, and answer the concerns of remaining staff.

On the individual level, employees who get their notices can get assistance from Human Resources with benefits, job searches and personal counseling.

A&P staff will be given a minimum of six weeks notice. University policy gives A&P staff a four-week notice, but administrators decided to extend the notifications period, "given the magnitude" of the reductions, Tom says.

Classified Civil Service staff will be given time to decide if they will exercise their displacement rights, commonly called "bumping." By law, CCS members who have seniority can petition to bump, or replace other, less-senior staff members within their classification. For more information about displacement rights, CCS staff can call 292-3017.

CCS and A&P staff can receive information about assistance in job searches or counseling from the Career Development Office, 292-4500.

In addition, they can get information from Benefits Administration on insurance, retirement, and claims information, 292-1050; and the unemployment process, 292-4338.

Employment Services in the lobby of Archer House can give information about campus employment opportunities.

For those want to discuss the emotional stress of changing job status, the University Faculty and Staff Assistance Program, 292-4000, gives confidential short term counseling and assessment, and referral services.

Continued from page 1.

Continued on page 5.
Human Resources restructuring

The Office of Human Resources announced last month a restructuring of the department that officials say will better serve the university in the 1992-1993 fiscal year.

The purpose of the reorganization is to improve basic services to the university, to direct resources to priority areas and to start more effective coordination between OSU functions. The reorganization was done in conjunction with the forced budget cuts.

The restructuring of positions is consistent with President E. Gordon Gee's focus on priorities of limited resources.

Linda Tom, vice president for the Office of Human Resources, said with the severe budget cuts, a reorganization will eliminate jobs and allow personnel to move to positions that have not yet been filled.

Three senior-level positions, Human Resources Services assistant vice president, employee relations and Affirmative Action associate vice president and Human Resources and Organization Development assistant vice president are positions that will be filled through searches, she said.

Some of the goals of the restructuring are to improve Affirmative Action planning, compliance and implementation; to resolve human resources problems at the earliest of stages; and to improve human resources data and informative systems.

— Cathy Baughman
Staff plan conference

A group of 16 clerical support staff from across the University have designed the first professional development conference for support staff at Ohio State. Sponsored by the Office of Human Resources, the focus of the conference is on improving communication skills among clerical staff at the University. The planning committee, which began meeting early this year, has reflected this theme in the conference title, “Connect and Communicate.”

The one-day conference will feature large and small group presentations on several topics related to communication in the workplace. Information about the conference and registration materials will be distributed early in Autumn quarter.

Questions or comments for the committee are welcome. They can be directed to Nancy Messerly, 292-4300.
'Flextime' schedule successful

By Cathy Baughman
Lantern staff writer

Debbie Daugherty, a budget and financial reporter for OSU systems, has been working for Ohio State at home on a new flextime schedule.

Daugherty, who left in November 1991 for maternity leave, said because of the complexity of her job, nobody could take over.

She originally wanted to take four months leave. She then decided to start working at home through the use of her own computer.

The freedom of flextime allows people to be more productive at their jobs, said Judy Fountain, director of the Office of Human Resources. There are many jobs at Ohio State that don’t require people to be at work from nine to five each day.

Daugherty got the idea from a newspaper article about an insurance company that allowed an employee to work at home. After talking with friends, she decided to pursue the idea further.

Dave Wirick, associate director for administration at OSU and Daugherty's boss, has allowed Daugherty to work at home. Daugherty approached Wirick about her maternity leave and proposed the idea that would allow her to work at home, tending to her newborn child, and working in the office three mornings a week.

The idea works well because it is a win-win situation for both the employer and the employee. Wirick said he's had better access to Daugherty at home than he did while she was at the office.

Julie Nicolosi works under the direction of Daugherty and has found this work option to work out quite well. Nicolosi said she is glad that the university allows her to work in this capacity and finds Daugherty very accessible when she needs her at home.

Daugherty and Wirick have a written agreement which outlines Daugherty's responsibilities and what is expected of her.

Daugherty said because she works at home, she actually ends up working more than a normal forty-hour work week.

"I want to continue this work schedule until it no longer works," Daugherty said.

Wirick said he will review Daugherty's work quarterly to see if the schedule is working out.

Daugherty's job is based on output, not her presence in the office eight hours a day.
OSU employees can pick work schedule

By Cathy Baughman
Lantern staff writer

Sandra Huey is one university employee who does not have to worry about working eight hours a day, five days a week, just to get in her full-time schedule.

Instead, Huey, a manager for customer support services at University Systems, has been working an alternative work schedule for the past two weeks.

Huey works four days a week from 6:30 a.m. to 5:30 p.m., instead of the normal five days from 7:30 a.m. to 4:30 p.m.

In order to achieve better success in the workplace, University Systems devised the new work schedule to increase productivity and performance among its employees, said Judy Fountain, director of the Office of Human Resources.

University Systems is responsible for OSU mailings, reports and much of the grading done on scan sheets.

Fountain helps this new department to oversee alternative schedules relating to work and family within the university realm.

Because of the nature of the work at University Systems, it is more productive to keep the data keying and scanning people continually working, said Carl Oldsen, director of information services for University Systems.

Many jobs need to be done and turned around rather quickly, and the 10-hour work day eliminates overtime, because production is completed during the longer work day.

In the data keying and scanning department, eight employees have undergone this trial work schedule, Oldsen said.

Employees have the option of working their regular work schedule, which is Monday through Friday 7:30 a.m. to 4:30 p.m., or four 10-hour work days from Tuesday through Friday, or Monday through Thursday.

Of the employees who work in the data keying and scanning department, only one person chose to stay with the regular work schedule.

Alternative work weeks do have drawbacks, including fatigue and low morale during the course of the day, Oldsen said.
THE OFFICE OF HUMAN RESOURCES

ELDERCARE SEMINARS

AUTUMN 1992

Two seminars will be offered Autumn Quarter for faculty, staff, and students focusing on the aging process from the perspective of BOTH the older adult and their caregivers.

SEMINAR I: PHYSICAL CHANGES AND NEEDS

* share views and dispel some common myths about aging
* understand the differences between age-related and disease-related changes
* learn about specific physical disabilities associated with the aging and when intervention may be necessary

Seminar I will be repeated in two locations: October 14, 12:00-1:30p, 122 Main Library
October 22, 5:00-6:30p, 99 Pressey Hall

SEMINAR II: EMOTIONAL CHANGES AND NEEDS

* understand the older adult's need for continued autonomy and role in decision making
* understand caregiving roles, emotions, and barriers
* learn how to better manage situations when the older adult is reluctant to accept help

Seminar II will be repeated in two locations: November 2, 12:00-1:30p, 122 Main Library
November 18, 5:00-6:30p, 99 Pressey Hall

There is no charge for the ELDERCARE SEMINARS, however, seating is limited and pre-registration is requested. Check the sessions(s) you wish to attend Autumn Quarter and return this portion to: Office of Human Resources, Work & Family Programs, Room 114 Archer House, 2130 Neil Avenue, Columbus, OH 43210. For more information call 292-8993.

Seminar I: ___ October 14 or ___ October 22
Seminar II: ___ November 2 or ___ November 18

Name/Address: __________________________________________
Terminated
OSU staff
gets grants

By Danielle Rogers
Lantern staff writer

The Office of Human
Resources will offer education
grants to OSU staff employees
whose jobs have been eliminated
because of recent budget cuts,
said program coordinator Ned
Cullom.

About 50 staff employees lost
their jobs because of the budget
cuts, and OSU President E.
Gordon Gee recommended that
these employees be made eligible
for the grant, Cullom said.

Career-development grants of
up to $500 might be awarded to
staff members and recently
terminated staff with two
consecutive years of service to
the university.

Grants to terminated
employees must be used within
one year from the date of
termination.

The funds can be used for any
education or re-training relating
to an applicant's job. For
example, the money might cover
tuition, books, or child-care
expenses.

Cullom said the decision to
offer the grants to recently
terminated staff was a move in
the right direction.

"It seems appropriate and in
line with the goals of the
program," he said. "Hopefully, it
will assist the university and the
individual as well."

Applications for the grants are
available in the Office of Human
Resources. The deadline is Dec.
1.
Human Resources to spread the news

resources, a newspaper-within-a-paper from the Office of Human Resources, will be brought to staff and faculty for the first time in the Jan. 7 issue of onCampus.

The four-page resources will appear once a quarter.

“We think employees will want to read, re-read, cut up, put up, and otherwise display resources,” says Gay Hadley, assistant vice president for human resources.

Faculty and staff can use a quarterly calendar of all Human Resources training events, workshops and seminars as a guide to University training.

Also, each insert will feature four columns:

• “HR Updates” from Linda Tom, vice president for human resources.
  • “Customer Questions and Answers.”
  • “Cases in Point,” profiles of real human resource cases.
  • “Staff Advisory Notes” from the University Staff Advisory Committee.

In addition, resources will highlight news such as alternative work schedules, changes in benefits, new or revised University policies, new services or programs, and special events and awards programs.
## LARGEST EMPLOYERS IN GREATER COLUMBUS, PART I
### Ranked by Number of Full-time-equivalent Employees in Greater Columbus

<table>
<thead>
<tr>
<th>Company Name &amp; Address</th>
<th>FTE employees in Greater Columbus</th>
<th>FTE employees company-wide</th>
<th>Private or public sector employer</th>
<th>1991 revenue in Greater Columbus company-wide</th>
<th>Top management officer in Greater Columbus</th>
<th>Top personnel officer in Greater Columbus</th>
<th>Unions associated with Greater Columbus operations</th>
<th>Parent company location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. State of Ohio</td>
<td>26,775</td>
<td>80,947</td>
<td>Public</td>
<td>NA/NA $2.7 billion</td>
<td>George V. Vosick, Governor</td>
<td>NA</td>
<td>NA</td>
<td>Washington</td>
</tr>
<tr>
<td>2. Federal Government</td>
<td>17,500**</td>
<td>IN/NA</td>
<td>Public</td>
<td>IN/NA $1.0 billion</td>
<td>E. Gordon Gee, President</td>
<td>NA</td>
<td>NA</td>
<td>Washington, D.C.</td>
</tr>
<tr>
<td>3. Honda of America Mfg. Inc.</td>
<td>15,084</td>
<td>18,735</td>
<td>Public</td>
<td>IN/NA $1.0 billion</td>
<td>Linda Tom, President</td>
<td>NA</td>
<td>IN/NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>4. Limited Inc.</td>
<td>9,000**</td>
<td>50,500</td>
<td>Private</td>
<td>IN/NA $6.1 billion</td>
<td>Leslie H. Wescott, CEO</td>
<td>Thomas G. Hopkins, Vice Chairman</td>
<td>Communications Workers of America, Ohio Nurses Asso, Fraternal Order of Police</td>
<td>Columbus</td>
</tr>
<tr>
<td>5. Honda of America Mfg. Inc.</td>
<td>8,200</td>
<td>10,200P</td>
<td>Private</td>
<td>IN/NA</td>
<td>Larry E. Munn, President</td>
<td>Don English, Assistant President</td>
<td>NA</td>
<td>Marysville</td>
</tr>
<tr>
<td>6. Columbus Public Schools</td>
<td>7,767</td>
<td>7,767</td>
<td>Public</td>
<td>$391.5 million/ $391.5 million</td>
<td>Tom Yasuh, President</td>
<td>Gregory L. Sloboda, Chief Service Director</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>7. Columbus Public Schools</td>
<td>7,154</td>
<td>7,154</td>
<td>Public</td>
<td>$265.5 million/ $265.5 million</td>
<td>John F. Hainan, General Chairman</td>
<td>NA</td>
<td>Columbus Education Asso, Ohio Asso of Public School Employees Local 4, AFL-CIO</td>
<td>Columbus</td>
</tr>
<tr>
<td>8. Nationwide Insur Co.</td>
<td>7,115</td>
<td>17,041</td>
<td>Private</td>
<td>IN/NA $10.1 billion</td>
<td>John F. Hainan, General Chairman</td>
<td>NA</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>9. FirstMerit Bank</td>
<td>6,500**</td>
<td>6,500</td>
<td>Private</td>
<td>IN/NA $74.1 million</td>
<td>John McConnell, Chairman/CEO</td>
<td>Daryl Tannen, Assistant President</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>10. FirstMerit Bank</td>
<td>6,500**</td>
<td>6,500</td>
<td>Private</td>
<td>IN/NA $74.1 million</td>
<td>John McConnell, Chairman/CEO</td>
<td>Daryl Tannen, Assistant President</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>11. FirstMerit Bank</td>
<td>6,100</td>
<td>6,100</td>
<td>Private</td>
<td>IN/NA $74.1 million</td>
<td>William Ramburg, Management</td>
<td>P.C. Free, Executive Director</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>12. FirstMerit Bank</td>
<td>6,000**</td>
<td>6,000</td>
<td>Private</td>
<td>IN/NA $74.1 million</td>
<td>Robert Deans, Assistant Manager</td>
<td>NA</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>13. FirstMerit Bank</td>
<td>6,000**</td>
<td>6,000</td>
<td>Private</td>
<td>IN/NA $74.1 million</td>
<td>Jack Foulke, Hugh O'Neill, Dorothy S. Tawer</td>
<td>NA</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>14. FirstMerit Bank</td>
<td>5,989</td>
<td>5,989</td>
<td>Private</td>
<td>IN/NA $353 million</td>
<td>Eric Chapman, President</td>
<td>Mark A. Evans, Executive Vice President</td>
<td>NA</td>
<td>Columbus</td>
</tr>
<tr>
<td>15. FirstMerit Bank</td>
<td>5,989</td>
<td>5,989</td>
<td>Private</td>
<td>IN/NA $353 million</td>
<td>Eric Chapman, President</td>
<td>John F. Hainan, General Chairman</td>
<td>NA</td>
<td>Columbus</td>
</tr>
</tbody>
</table>


**FTE employees in Greater Columbus as of Jan. 1, 1992.**

***FTE employees company-wide as of Dec. 31, 1991.**

*Employees with nationwide insurance co.*

*Employees with AT&T Global Services.*

*Employees with Nationwide Insurance Co.*

*Employees with Buckeye Custom Products.*

*Employees with Cuyahoga County Department of Health.*

*Employees with the Columbus Chamber of Commerce.*

*Employees with Cuyahoga County Department of Health.*

*Employees with Cuyahoga County Department of Health.*

*Employees with the Columbus Chamber of Commerce.*