

Bliss

Mary



ԱՌԱՋՆՈՐԴՈՒԹԻՒՆ ՀԱՅՈՑ

DIOCESE OF THE ARMENIAN CHURCH OF AMERICA, 630 SECOND AVENUE, NEW YORK, N.Y. 10016-4885 212 686-0710

Archbishop Torkom Manoogian, Primate

To: Diocesan Staff
From: Michael M. Kermian
Subject: Third Luncheon Meeting
Date: June 16, 1986

The third luncheon meeting will take place on Monday, June 23 at 12:30 p.m. in the 'H' Room.

The guest speaker will be Ms. Araxie Cherishian and the topic is "The Telephone: Its Use and Abuse"

See you all on the 23rd!

Primate

M.

MMK:mb

*unfortunately,
I will not be here
at that hour*

Elian



Fr Arlen MMK
 Fr Khajig Koubar
 Frank Sghian
 Arny Armen
 Sgha Nectar
 Miss Souren
 Bill Nora
 Bill C. Kufor
 Hovhannes Valentinian
 Sandy Alane
 Fr. Vaskin

ԱՌԱՋՆՈՐԴՈՒԹԻՒՆ

DIOCESE OF THE ARMENIAN CHURCH OF AMERICA, 630 SECOND AVENUE, NEW YORK, N.Y. 10016-4885 212 686-0710

Archbishop Torkom Manoogian, Primate

To: Diocesan Staff
 From: Michael M. Kermian
 Subject: Second Luncheon Meeting
 Date: March 6, 1986

The second luncheon lecture meeting will take place on March 17, 1986 at 12:30 p.m in the 'H' Room.

The speaker will be Dr. John Wilcox, director of the Center for Professional Ethics and assistant professor of religious studies at Manhattan College. His topic will be "Business Ethics".

See you all on the 17th.

MMK

MMK:mb

Worried Swedes Questioning Wide Reach of Researchers

By JOSEPH LELYVELD

Special to The New York Times

3/11/86

STOCKHOLM, March 6 — Deep anxieties over privacy issues were stirred recently with the discovery that over 20 years a team of sociologists had been compiling detailed profiles of nearly 15,000 Swedes by systematically unmasking through computerized official records.

On Wednesday, the group was ordered by an official board to "de-identify" its files so that no names can ever be connected to the mass of personal information on each individual in the study. The action was ordered by the Data Inspection Board, which was created 12 years ago to license private individuals, organizations and businesses that want to keep computerized personal files on citizens.

The decision came after an intensifying debate on privacy and the responsibilities of researchers that pre-occupied Swedes in the weeks before the murder of Prime Minister Olof Palme.

Kurt-Olov Johansson, a member of Parliament in Mr. Palme's Social

Democratic Party who sits on the board, said after the decision that the assassination may have shifted the balance in Sweden between concern for privacy rights and concern for social order. Mr. Johansson voted with other Social Democrats on the board Wednesday against making a decision. But Jan Freese, the board's director general, who voted with the majority to order the computer tapes containing the names destroyed by this May, said he thought concern for privacy rights would not be diminished by the assassination.

Few if any countries collect more information on their citizens than Sweden. "Sweden is the most computerized country in the world in the administrative field," Mr. Freese said in an interview before Mr. Palme was killed. "A grown-up Swede who is well-behaved and not married will appear in at least 100 official registers." The fact that each resident of Sweden is as-

Continued on Page A3, Column 1

THEODOSIA AND WILLIAM — GOLDEN THOUGHTS FOR YOUR GOLDEN YEARS.—ADVT.

LENT-A-PC—IBM PC/XT/AT, APPLE IIe/MAC model, delivery, free maint. 212-686-6545.—ADVT.

Swedes Fret Over Research's Scope

Continued From Page A1

signed a 10-digit official number called a "person number" not only makes access to personal data easy but also makes it a relatively simple matter to link databanks.

The Data Inspection Board has no power to restrict Government agencies in their collection of personal information, and it is known that the police make extensive use of computer records in their investigations.

"This country can go all eyes and ears in a minute," a diplomat said this week in discussing the hunt for Mr. Palme's killer.

A Swedish Tradition

The concern for privacy rights is in contention not only with the official appetite for information but also a Swedish tradition of open access to public records that long predates the microchip. The Swedish version of a Freedom of Information Act was attached to the Constitution as a fundamental law in 1812. Swedes have traditionally viewed it as a building block of an open society.

It guarantees not only information and public records about themselves but about all their fellow citizens. In the computer age it is a relatively simple matter, for instance, for any Swede to look up the income that any other Swede has reported to the tax authorities and what taxes he has paid; or to discover the extent of his property holdings; or even, for about 40 cents, to buy from the authorities a photograph of any holder of a Swedish passport or driving license.

In a country that places a high priority on social research, sociologists have had even great access to such information in public records.

Project Metropolitan, the sociological study designed to follow all 10-year-olds who lived in Stockholm in 1963 through the next 20 years of their lives, had been collecting data on the 15,117 objects of its study for 12 years by the time its application for a license came before the Data Board for the first time.

From then on, according to Mr. Freese, the board continued to press Carl-Gunnar Janson, the University of Stockholm sociologist who headed the project, to curtail data collection until it had obtained the "informed consent" of the people it was studying, whose

number, because of deaths and emigration, had dropped to 14,612 by 1980.

Dr. Janson resisted this pressure, arguing that both the cost and difficulty of obtaining permission from such a large sample would cripple his research effort.

He pointed out, too, that one of the main purposes of the study was to test various theories about the relationship of social background to criminal deviance. Subjects from the original sample who had trouble with the law were therefore of special significance but would be most likely, he contended, to withhold permission.

By agreeing to respect restrictions set on data collection and storage by the board, Dr. Janson always got his license renewed and preserved his huge bank of personal files. In fact, the 20-year collection effort had been completed when Stockholm's leading morning newspaper, Dagens Nyheter, started the controversy on Project Metropolitan with a report in early February headlined: "Secretly Investigated for 20 Years."

The word "secret" has appeared in almost every headline since.

Dr. Janson, who was reached by telephone at Louisiana State University in Baton Rouge, where he is a visiting professor, protested that there had never been anything secret about his project.

In fact, 23 reports based on Project Metropolitan's research have so far been published, and most of the newspapers that have been busy reporting on the scope of the project this month had previously reported on it as a worthy scholarly enterprise.

Unkind Word for Journalists

"Swedish journalists work under the assumption that anything they don't know about is secret," complained Robert Erikson, a sociologist who is a colleague of Dr. Janson's at the university.

Nevertheless, for most of the subjects of the research — a high proportion now of Stockholm's 33-year-olds — Project Metropolitan might just as well have been secret. After 1966, when questionnaires were distributed through the schools to all those who were being studied, most were never again approached directly by the project.

But comprehensive portraits of themselves and their families — going into detail across two generations on marital status, family size, home size,

cars, the extent to which they received social welfare, incomes, school grades, test scores, employment records and police records — were compiled from official files. Some of these, notably health and criminal files, are supposed to be closed to public inspection. But, as has been customary in a country in which a high priority is put on social research, the authorities waived the restrictions for the sociologists.

Questionnaires on Leftism

"They know more about these people than these people remember about themselves," Mr. Freese maintains.

In 1971, political questionnaires were mailed to 2,006 of those in the sample designed to test their attitudes for "leftism" and "social radicalism." The last questionnaires went out last year, when the state broadcasting company allowed Dr. Janson to interpolate some questions into what appeared to be a routine survey of television viewing habits.

Manni Thoite, the owner of a ski equipment shop who first realized this month that he was in the sample, said he threw the television questionnaire out when it came last year. Some weeks later he received another copy. When he did not return that, he said, a woman started to phone to implore him to fill in the form, which he finally did, he said, because "I didn't want her to ring any more."

The woman never mentioned Project Metropolitan, Mr. Thoite said.

"They've been working in silence," he complained, speaking of the researchers. "I'm very much for integrity and privacy and very frightened for the future," he declared.

Professor Janson said the files had all been "de-identified" as required by the Data Board; that is, the names and official "person numbers" had been removed from each one. The only issue remaining was whether the board would allow him to store a computer tape showing the correspondence between the official numbers of his subjects and the numbers used on his research files in the national archives, from which it could then have been removed only under license from the Data Board. Instead, the board by a vote of 7 to 4 ordered the tape destroyed.

Dr. Janson thinks the controversy raises ethical questions besides that of privacy. "It is sometimes unethical not to do research if we can get answers we should know about," he said.



ԱՌԱՋՆՈՐԴՈՒԹՅՆ ՀԱՅՈՑ

DIOCESE OF THE ARMENIAN CHURCH OF AMERICA, 630 SECOND AVENUE, NEW YORK, N.Y. 10016-4885 212 686-0710

Archbishop Torkom Manoogian, Primate

January 31, 1986

TO: All Diocesan Staff
 SUBJECT: Monthly Luncheon Lectures
 FROM: Michael M. Kermian

Involved in our daily office responsibilities, most of us have little or no time to review the overall effectiveness of our work. Even at best, often we overlook essential details that could easily undermine our own capability and reflect on the image of the Diocese.

To help us overcome some of the obvious shortcomings and create an exemplary Christian atmosphere in our work environment, the Primate has approved the idea to hold monthly luncheon lectures for the office employees.

Each month we shall have a noted commentator speak about issues of priority for us and following the lecture, you will be invited to share your views on the topic under discussion or any other question appropriate for the occasion.

It is the Primate's wish that these informal meetings be considered a prelude to action toward becoming better employees and better Christians actively involved in creating an enjoyable and productive working environment.

The first luncheon lecture will be Wednesday, February 5, at 12:30 p.m., with Rev. Neil L. Doherty, S.J. as the main speaker. His topic will be "Christian Spirit in Work Environment".

The Primate expects each one of you to be present.

Luncheon Lecture - February 5, 1986 - 12:30 p.m.

Archbishop Torkom Manoogian

Very Rev. Fr. Khajag Barsamian

Rev. Fr. Arten Ashjian

Very Rev. Fr. Vasken Tatoyan

Michael M. Kermian

Frank Avakian Stoneson

William Gallagher

Sylva der Stepanian

Elise Antreassian

Noubar Kupelian

Sylvia Terzibashian

Mary Berberian

Anny Khoubesserian

Nora Martayan

Valentine Kouyoujian

Onnig Deukmedjian

Houri Tcheroyan

Armen Mirakian

Aline Chatmajian

Nectar Sarkissian

William Goshgarian

Guest Speaker: Rev. Neil L. Doherty, S.J.

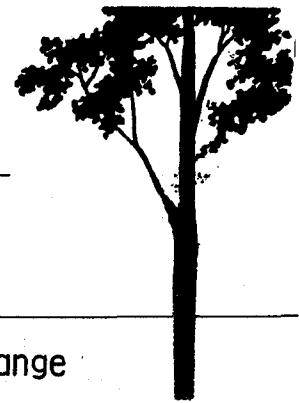


JOHN R. WILCOX, PH. D.
DIRECTOR
CENTER FOR PROFESSIONAL ETHICS

MANHATTAN COLLEGE
RIVERDALE, NEW YORK

(212) 920-0114

The Manhattan College Center For Professional Ethics:



Center Statement

September 1984

I. The Center for Professional Ethics: Response to Change

Change is a hallmark of modern professional life. Automated industries, genetic engineering, the omnipresent MBA, and the struggle for equality by women and minorities have raised profound ethical questions. Such transformations brought about by advances in science and technology, work specialization, and social evolution have created a crisis in values. In response to these developments, Manhattan College, in collaboration with the College of Mount St. Vincent, established the Manhattan College Center for Professional Ethics in January 1984.

II. Description:

Although focusing explicitly on professional ethics, the Center for Professional Ethics is founded on a general concern for values and ethics. Specific problems facing practitioners in medicine, business, engineering, and other professions occupy a significant place in the work of the Center. Thus issues such as the rights of patients, institutional and corporate responsibility, and private-public sector interaction will be raised. However, broader value questions related to justice, the public good, and the nature of economic systems will also be addressed. On a more fundamental level, the justification for ethical inquiry, as well as the enduring metaphysical questions of meaning and purpose for the individual and society also enter into the work of the Center for Professional Ethics. The religious heritage of the two colleges, within the context of a pluralistic American society, gives the Center a unique focus--the contribution that diverse religious traditions have made and can make to professional ethics and ethics in general.

Located in New York City, the Manhattan College Center for Professional Ethics draws upon the expertise of the business, financial, engineering, medical, legal and academic communities in the metropolitan area, as well as upon the resources provided by the faculty and administrations of both colleges. Manhattan and Mount St. Vincent alumni/ae make important contributions to their professions; their experience and insight play a significant role in the work of the Center.

III. Services of the Center for Professional Ethics:

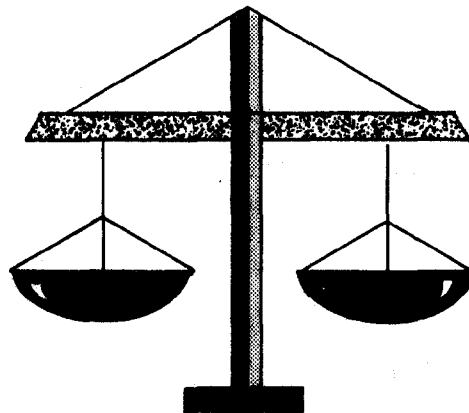
Rather than introducing a new ethics curriculum, the Center uses a dissemination model that relies on mutual learning to stimulate awareness and discussions of ethical issues. The Center for Professional Ethics emphasizes faculty and professional development in the

belief that dissemination through faculty and professional practitioners is the most effective means of implementing a values approach. Instead of being compartmentalized within an ethics course or a written code, discussion of ethical issues should be part of the "ethos" of academic and professional life. In order to achieve these aims, the Center will:

- provide conferences, workshops, and training programs for area professionals in such diverse areas as education, business, and medicine.
- serve as a resource center to assist professionals in public and private sectors, as well as those in academic life,
- publish a newsletter containing resource material such as case studies, book reviews, conference dates, and discussions of specific ethical dilemmas,
- stimulate research in areas such as professional and corporate responsibility, codes of conduct, and issues facing women in the workplace.

IV. Staffing:

The administration of the Manhattan College Center for Professional Ethics is the responsibility of the director, Dr. John Wilcox (religious studies department, Manhattan College), as well as two associates, Sister Marion Hunt (philosophy department, Mount St. Vincent) and Dr. Eileen Brady (psychology department, Mount St. Vincent). Advising the Center for Professional Ethics are consultants from such disciplines as business, engineering, nursing, government, biology and education.



Center For Professional Ethics:

An Introduction

Perhaps the best way to introduce the Manhattan College Center for Professional Ethics is through a case study. This approach makes quite graphic the ethical dilemmas and conflicts people experience in their work lives. A case study is also an important resource the Center will make available to faculty and students as they deal with professional ethics in their course work.

The Kate Simpson Case.

(the following is an excerpt from Manuel Velasquez's *Business Ethics: Concepts and Cases*, Prentice Hall, 1982, p. 5) (with permission)

Kate Simpson had been working for the Atlanta branch of Lawton Medical Financing, Inc. (a small investment banking firm specializing in loans to medical groups) for one week. Besides the two secretaries, the Atlanta branch consisted of three professionals: Kate Simpson who planned on returning to graduate business school in six months and who was hired to help out in whatever capacity was needed; David Moore, an intelligent, affable, and energetic senior vice president who combined a pragmatic business streak with a strong moral sense; and Bill Hillman, a youngish vice president, who had been transferred from New York to the Atlanta branch four months before and who was outspoken about his intent to make Atlanta his permanent home. On Wednesday before leaving town, David had asked Kate to help him advise a hospital in Nashville that wanted to choose a consultant to study the purchase of a new facility. She was to review the proposals of the four consultants who were submitting bids. On Friday, when David returned, they were to meet with the hospital's board of directors to advise them on the proposals. Of the three bids she had received by Thursday noon, the one by Roberts and Company had emerged as the best study for the least amount of money.

I happened to go into Bill Hillman's office and found him on the phone talking to Thomas Rice, the fourth consultant whose office was in the same building, and whose bid was due

Conti

in a few hours. Bill was about to hang up as I entered: "Fine, Tom. You owe me one now," he was saying, "but don't worry about it. Good luck getting the thing cranked out by five." Bill looked up and saw me as he slid a copy of the Roberts and Company proposal into an envelope. "Tom Rice really likes to run it down to the wire," he said. "Tom's just finishing their hospital proposal. I told him we'd let him glance at Roberts' version of the thing. Why don't you run it upstairs for him? You can wait and make sure we get it back." As I headed for the elevator I was furious with Bill for having placed me in the position of carrying a competitor's bid to Thomas Rice. But I had only a few moments to decide what I should do.

NYT 9/28/85 p.23

Clean Out Your Desk — and Don't Expect Thanks

By Dana Wissner-Levy

I haven't been able to sleep lately. Not long ago, the top executives of a Fortune 500 company told more than 100 employees they were being laid off because of budgetary constraints.

A couple of Thursdays ago was my final day of work. They wanted me out as soon as possible. As the vice president told me the bad news, he explained that my presence would be bad for the morale of my co-workers who still had jobs. I doubt that management, when it made this decision, contemplated how we, the victims, would feel.

During my restless nights, I could not help but sift through the contents

Dana Wissner-Levy is now reading the help-wanted ads.

of a few boxes of papers from my three years at the company. Where in those boxes will I find the slip of paper that will reveal when my career started to turn for the worse? I am told I was laid off because the company could no longer afford to keep me with my administrative assistant's salary. When I hear that a billion dollar debt will be paid with the help of my salary and those of others, many of whom earned about the same as I did, I'm forced to question the motives of management. A few weeks from now, the company may hire new employees, as it has done in the past, without giving them the same range of benefits that we had.

My history at the company is short compared to some employees who had been there 10, 15, 20 or more years. Imagine spending 15 years

with the company, as Mr. J. did, not knowing that you will be laid off until the day it happens. You had done a fine job and had received glowing evaluations. But new executives take over your department, and they have no allegiance to you.

The new boss calls you in for a cold five-minute conversation and gives you two days to clear out of your office. Without a word of thanks or even a handshake, you leave the boss's office only to pick up the telephone to give your family the bad news. I bet Mr. J. couldn't sleep these last few nights, either.

It was a purge. Most of the employees who were laid off had no idea it would be them. Only a month ago, a memorandum to employees described the "crisis" and thanked the staff for its devotion in helping in a difficult period.

2 days
to
leave

We are no longer necessary for the company. There are a few famous faces that this company employs who earn between 20 and 200 times my salary. One would think that since they are symbols for this company, they could also take a 5 to 10 percent pay cut. Or they could at least stop staying at five star hotels and keep other expense account costs to a minimum. I am sure that these devoted celebrities would have

agreed to such "drastic" cuts. It certainly would have helped to boost the morale among the employees — which seems to be a big concern for management.

Those of us who lost our jobs understand that the cutback is an excuse: This company runs on politics as do most others. Some of us were seen as too assertive and others were told we weren't ambitious enough. Each of us will try to figure out when things started going wrong. We'll have a hard time sleeping until we can secure our next jobs.

But what about those who are still earning salaries with six and even seven digits? Will they, after hearing the unpleasant stories of the purge that are circulating the offices, be able in good conscience to sleep, knowing they have overturned our lives? □

A TRANSPORTATION PROBLEM

Suppose that you are a marketing manager for Company X with headquarters in Connecticut and which has been on the downside of the business cycle for nearly two years. Your business area has been especially hard hit by declining sales and you know that your position with the company is not secure.

You have been working diligently trying to secure the business of Company Y, a major potential customer for one of your products, buying in excess of \$3MM/year, which would yield a pre-tax income of about \$600,000. You have made numerous presentations to Company Y's middle management detailing reasons why they should shift the business to you emphasizing technical service assistance and offering what you believe to be a competitive price.

After many months of making no headway in obtaining the business, you arrange a dinner with the purchasing director. During the dinner the purchasing director indicates he sees no reason why you could not be his major supplier. He notes that you are competitive on price and your service is equivalent. He thinks all it would take would be the "proper word" from him and the business could be switched to your company. He tells you, "I'll give serious consideration to giving that "proper word". You sit there barely able to contain the exhilaration you feel as you think what this could mean for your business group, your company, and yourself.

Toward the end of the dinner the purchasing director details his hopes and desires for himself and his wife to take a week's vacation in the Bahamas, where a friend has a small home which he has been offered for free. His problem, as he put it, was "how to work out the transportation. With that problem solved we could enjoy a great vacation at practically no cost." He then looks up from his coffee and asks if you might be able to help him with this transportation problem. You both have a "nightcap" with amiable conversation. The dinner ends with the purchasing director promising to consider buying the material on a long term basis and then said, "get back to me on whether or not you can help out with this transportation problem. I'd like to settle this sometime next week."

You go back to your hotel room thinking that you can obtain the business if you were able to "handle this guy's transportation problem". Calculating that round trip tickets from Philadelphia corporate headquarters of Company Y, to the Bahamas would be about \$370.00 you tell yourself, "that's a small price to pay for an annual pre-tax income of \$600,000 for your company which at this time is going through difficult economic straits". You also think of entertainment expenses that your company considers normal which

exceeds the purchasing director's transportation needs. You think of the many times purchasing managers have been "wined and dined" with a bill exceeding the cost of the Bahamas' transportation problem. You think of pro football seats in the corporate box, elegant dinners and nights at the opera. However, you are concerned that "handling the transportation problem" would in effect be a bribe or payoff. What should you do?

"Ask Me No Questions, I'll ----"

As Personnel Manager, you are interviewing an outstanding candidate for an opening that is available for the third time in less than two years. You know the reason for the turnover in this job is the boss. He is arbitrary and selfish. He has discharged two of the former incumbents in fits of pique and one has recently resigned. The one who resigned stated in his exit interview that the boss dishonestly blamed him for a poor decision when, in fact, the boss was the one who made the decision. The employee showed you documentation of the facts. It is general knowledge around the company that this boss is incompetent to manage people and that, were it not for his connections he would have long ago been relieved of his job.

Now, as this outstanding candidate expresses great interest in the opening, do you-

- a) Tell him his boss-to-be is a poor manager?
- b) Hire him and let him find out for himself?
- c) Turn him down?

CASE PRESENTATION (From Vincent Barry, Moral Issues in Business, 1979.)
She Snoops to Conquer

➤ Jean Fanuchi, manager of a moderately large department store, was worried. Shrinkage in the costume jewelry department had continued to rise for the third consecutive month. In fact, this time it had wiped out the department's net profit in sales. Worse, it couldn't be attributed to damage or improper handling of markdowns, not even to shoplifting. The only other possibility was in-house theft.

Fanuchi ordered chief of security Matt Katwalski to instruct his security people to keep a special eye on the jewelry department employees as they went about their business. She also instructed that packages, purses, and other containers employees carried with them be searched when workers left the store. When these measures failed to turn up any leads, Katwalski suggested they hire a couple of plainclothes officers to observe the store's guards. Fanuchi agreed. But still nothing turned up.

"We're going to have to install a hidden camera at the check-out station in the jewelry department," Katwalski informed the manager.

"I don't know," Fanuchi replied.

"Of course," said Katwalski, "it won't be cheap. But you don't want this problem spreading to other departments, do you?" Fanuchi didn't.

"One other thing," Katwalski said, "I think we should install some microphones in the rest room, stockroom, and employee lounge."

"You mean snoop on our own employees?" Fanuchi asked, surprised.

"We could pick up something that could crack this thing wide open," Katwalski explained.

"But what if our employees found out? How would they feel, being spied on? And then there's the public to consider. Who knows how they'd react? Why, they'd probably think that if we were spying on our own workers, we were

surely spying on them. No, Matt," Fanuchi decided. "Frankly, this whole approach troubles me."

"Okay, Ms. Fanuchi, but if it was my store—"

Fanuchi cut in, "No."

"You're the boss," said Katwalski.

When the shrinkage continued, Fanuchi finally gave in. She ordered Katwalski to have the camera and microphones installed. Within ten days the camera had nabbed the culprit.

The microphones contributed nothing to the apprehension of the thief. But because of them Fanuchi and Katwalski learned that at least one store employee was selling "grass" and perhaps hard drugs, that one was planning to quit without notice, that three were taking food stamps fraudulently, and that one buyer was out to discredit Fanuchi. In solving their shrinkage problem, the pair had unwittingly raised another: What should they do with the information they had gathered while catching the thief?

- ✓ 1. Do you think Jean Fanuchi acted immorally in ordering the installation of the viewing and listening devices?
- ✓ 2. What would each ethical theory likely say about her action?
- ✓ 3. How should Fanuchi and Katwalski handle the information they've gathered about their employees? Would the ethical theories prescribe specific courses of direction?