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for
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World Class HR Reporting Metrics Made Easy

Once Enterprises Measure How They Are Managing Their Staff, They Quickly Identify Problem Areas

Most organizations have a corporate objective to effectively manage their Human Resources. A problem arises in that few organizations have metrics other than "soft data," which is gathered through rather subjective means. Positive Support Review's consultants have addressed this on a number of recent projects. In the process, we have created a generic set of metrics that can be implemented in most enterprises with limited effort. Many of these metrics are discussed in the Metrics HandiGuide® for the Internet and Information Technology published by the PSR.

Data Sources

Payroll, Project Tracking, Time Reporting and HR systems are in place and there is no need to reinvent the wheel. What is needed is way to quickly and easily mine the data. Since much of this information is sensitive, our clients have found that they need a tool which non technologist can use to gather data and generate meaningful reports.

Tool of Choice

ZINNOTE® is a user based tool that does not require programming to access or format data. Charts and reports are updated with a single click of the mouse. ZINNOTE® can create charts with over 160 different colors and shades in addition to including both charts and tabular data in reports. The output can be exported directly to WORD or HTML within seconds.

BEST OF COMDEX Best Productivity Software

In Its First Public Showing, Zinnote Wins Big and Beats Microsoft And Is Featured On CNN

Zinnote, Positive Support Review's authoring tool for data-rich documents, named "Best Productivity Software" at COMDEX/Spring 1998 by PC Week magazine. In addition, Zinnote was only one of three products that was a finalist in the BEST OF SHOW. In the computer industry, receiving a "Best of COMDEX Award" is like winning an Olympic Gold Medal. This year's competition included virtually the entire world of computing with the "Best Productivity Software Category" the most highly contested.

Zinnote won the highly coveted award for its ability to gather data from a wide array of sources and fuse the information in a way that other report software can't do without a lot of custom programming. By following the interactive tutorial included on the



M. Victor Janulaitis accepting the BEST OF COMDEX - Best Productivity Software Award

Zinnote CD, new users link data and create impressive and meaningful reports with only a couple hours of training.

Wall Street and Technology said, "In the world of the data-driven, Zinnote could be the sweetest note of all. Because it is data-source independent, users can easily glean data from sources as diverse as mainframe Oracle databases, Excel spreadsheets or stock quotes from the Internet."

M. Victor Janulaitis, CEO of PSR, was extremely pleased with the award. "For an independent firm to be recipient of this honor, proves that a great idea will be recognized no matter where it originates," stated Janulaitis. "A small company can make it, even in an industry dominated by giants. We've got our slingshot and we're hitting the target."



100% Recycled Paper

(continued on page 2)

(continued from page 1)

ZINNOTE® is designed for Windows® 98, 95 and NT.

The install also contains templates for all the reports presented here. In addition, a template for an IT Balanced Score Card is provided.

ZINNOTE® accesses information contained in a variety of sources and formats including Access, dBase, Excel, Btrieve, CSV, Oracle, FoxPro, Paradox, and text formats. ZINNOTE® will link to virtually any data source

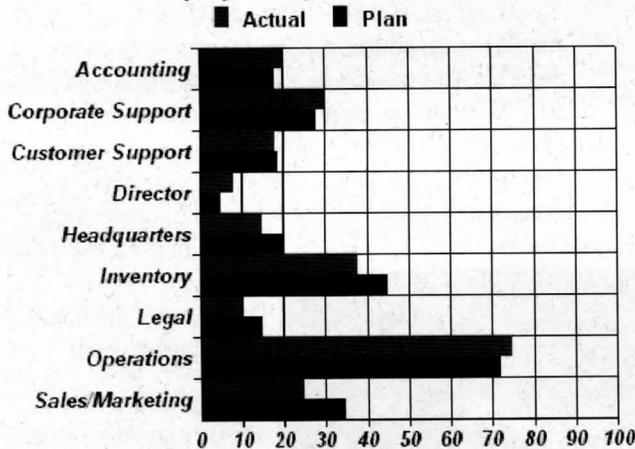
available to everyone on a twenty-day trial basis. More information can be found at www.zinnote.com.

Metrics That Work

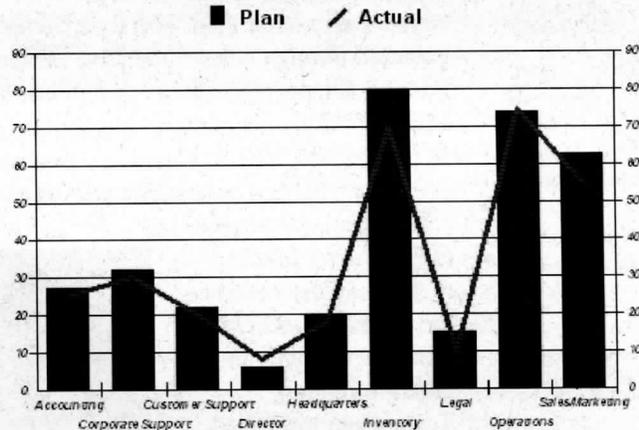
The metrics we have found to be the most helpful include:

- **Staff Turnover** - by functional area with both an upper and lower limit. With this single report it is easy to see where turnover is too high as well as too low.
- **Head Count Actual vs. Approved** - As supply of key resources is exhausted most enterprises are

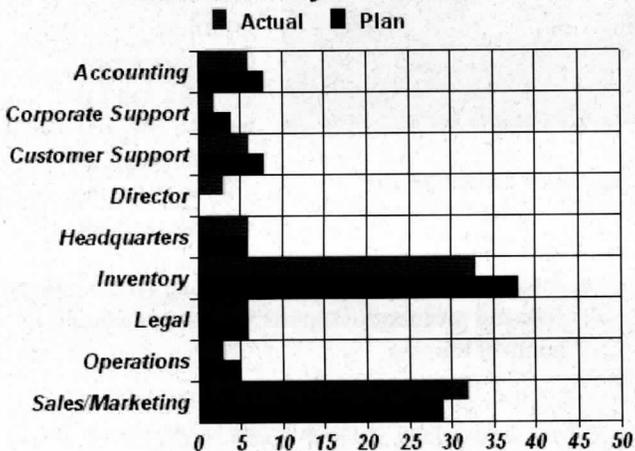
Employees by Cost Center



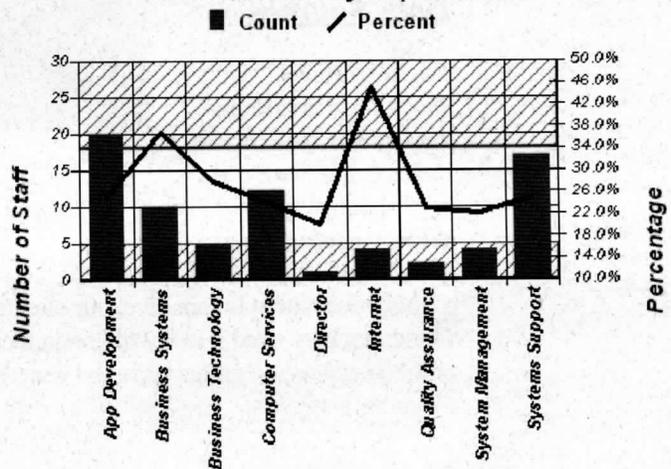
Total By Cost Center



Contractors By Cost Center



Staff Turnover By Department

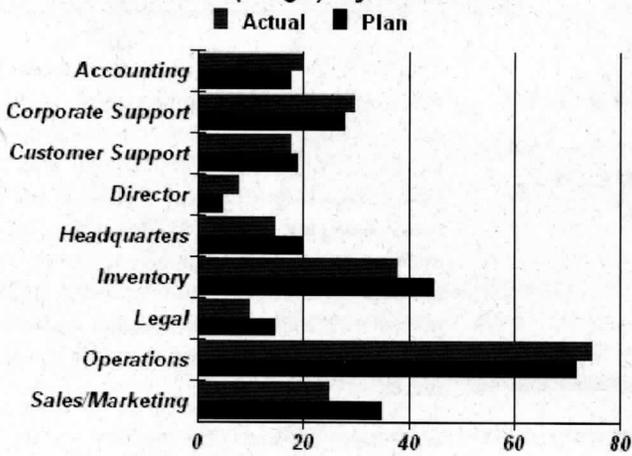


with an ODBC connection and supports OLE DB, and Microsoft's OLAP engine. Zinnote fuses information in a ways that other reporting software packages can't do without a lot of custom programming. By following the interactive tutorial included on the Zinnote CD, new users can create impressive and meaningful reports within a couple of hours. Earlier this year, Zinnote won the prestigious award, "BEST OF COMDEX - Best Productivity Software." PSR has made ZINNOTE®

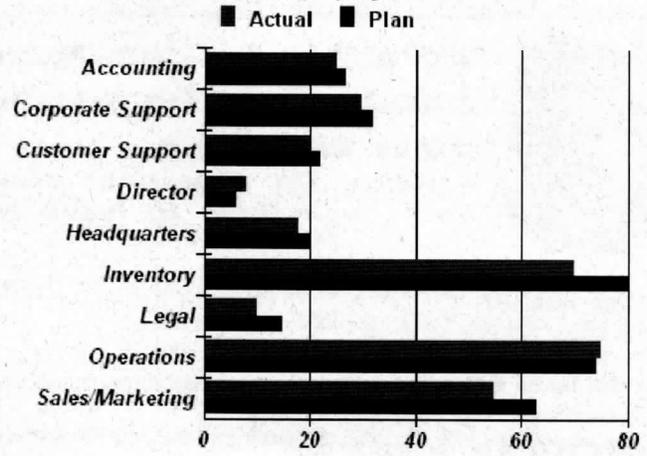
finding that they need to supplement their staff with contractors and over time hours. With this report the number of FTEs (Full Time Equivalents - 40 Hours per week = 1) is shown and total resources are seen on a single chart.

- **Staff Analysis** - With the increase in the use of contractors, a report is required to show the difference in the number of contractors versus employees. There are unique legal requirements

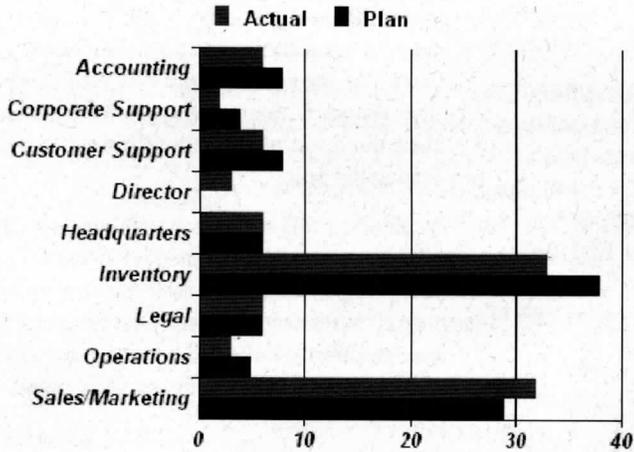
Minorities (Single) By Cost Center



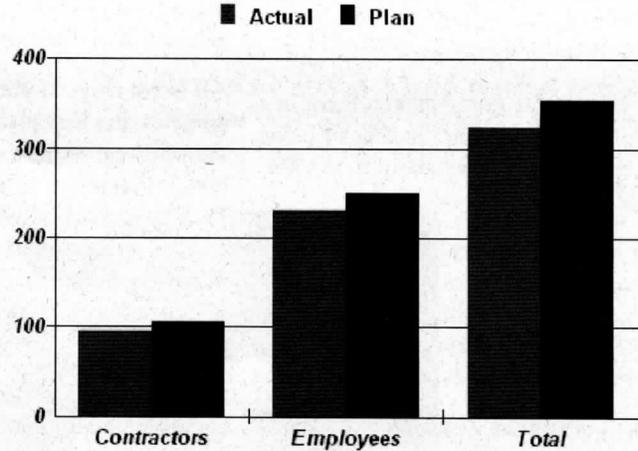
Minorities (Multiple) by Cost Center



ADA by Cost Center



Total Headcount



for benefits and taxes that need to be considered when organizations use large numbers of contractors for extended periods. In one recent case Microsoft's contractors were viewed as employees since there was little distinction between them. This report depicts one dimension of that exposure as does the Head Count Actual vs. Approved chart and the Total Head Count Chart.

Protected Class Summary - In most countries there are individuals who are treated differently from an employment point of view. Care must be taken when gathering and disseminating delicate information since it not only tells the enterprise where it is with regard to these measures but also has the potential to be used against them. For this reason, these metrics are for the "your eyes only" of senior management. Many organizations using these reports have had HR specialists, not IT professionals generate these reports.

The data is viewed by functional area then classified as:

1. **Single** - These are individuals that fall into

a single protected class such as individuals over the age of 50.

2. **Multiple** - These are individuals that fall into multiple protected class categories like minorities who are over the age of 50.
3. **ADA** - These are individuals that fall into an American's Disabilities Act protected class, or physically challenged individuals.
4. **Total** - The total population

Head Count Summary - The earlier report focused on totals, this set of metrics concentrates on an analysis of the information by cost center (functional areas)

1. Employees by Cost Center
2. Contractors by Cost Center
3. Total by Cost Center
4. Staff Turnover

This not an all inclusive set of metrics, but it is an excellent source of reference for enterprises who are still in the development phase. For more information on these and other metrics consult www.zinnote.com and the PSR site www.psrinc.com.



Forecast for the National Information Technology Market

It has never been a better time to find a job -- Do your poor performers a favor, ask them to leave NOW!!!

by M. Victor Janulaitis
Internet address: victor@psrinc.com

How is that for an outlandish statement. There is such a shortage of people, I advise you to let your poor performers go now. There is method to this madness. If you let them go now there will never be a better chance for them to find a good job. As a side benefit you eliminate a problem for your enterprise in the future.

Done well, you are doing them a favor in addition to reducing your chances of being sued in the future. Think about it, it's not a bad idea.

The job market is "crazy" all over the country. The only places where salaries are not going up are in small to medium sized cities. Good resources are hard to find and inflating salaries are a reality.

There are some unique exceptions. At a national conference last week, we discussed salaries for programmer analysts across the country. All of the organizations had IT functions that were between 30 to 100 people in size. What was striking was that EVERY market - including small cities was finding it difficult to hire good new IT professionals. At the same time, the salaries for markets like New York and Long Island have gone through the roof while in a number of

small cities salaries had not increased at all.

This is a great recruiting opportunity if you are looking for people. You can hire a programmer analysts from a small town, pay all of the relocation costs and avoid having to pay above market. Not a bad solution if you're under budget constraints.

All is not rosy. If you are a CIO from Los Angeles, the best place to find a job is in the Midwest or the East Coast. Don't bother looking to be a CIO for a 400 plus IT organization in Los Angeles or San Francisc, those jobs do not exist. Rather, in those markets you need to focus on the organizations that have fewer than 100 IT professionals.

Skills such as Visual Basic Programming and graphic artists who understand what "graphics" look great are in very high demand in the Los Angeles area. Southern California is becoming the creative hub of the technology world.

San Francisco and the Silicon Valley are no longer the "in" places to live. Area housing costs have sky rocketed and are now priced beyond what most people can afford. For example, run down 40 year old homes are going for \$500,000 in prime areas.

One of the prime factors was the success of that market in making millionaires. With so many of them in that market, many are starting to worry about investments and the lack of new opportunities. Traffic is such a mess that it takes over two hours on a typical evening to get from Palo Alto to the city by the bay. Los Angeles is now a very affordable market and with the weather and beach, people are actually saying they like living there.

As we move towards the election and the Yen starts to move to 140 to the dollar there are some clouds out there. Now is the time to store away some resources and get as much done as you can. If the Yen does not recover soon India may soon be displaced by Japan as the country with the least expensive programming resources. At the same time there is a push by the Chinese to take a leadership role.

With all of this activity, I will bet the pacific rim is where all of the most exciting things are going to take place over the next few years. With that, I strongly recommend that you position yourself to be where the action is going to be -- if it is not already there.

Vic

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Location	Prospects Short Term	Prospects Long Term
Northeast	Excellent	Excellent
Mid Atlantic	Excellent	Good
Southeast	Good	Excellent
South	Good	Good
Midwest	Excellent	Excellent
Southwest	Good	Excellent
West	Excellent	Excellent
Pacific Northwest	Excellent	Excellent
Best Location	Midwest	Chicago