

IHRIM CONNECTIONS

FEBRUARY 2008



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UPCOMING EVENTS:

- June 1-4—IHRIM National Conference, Orlando

MESSAGE FROM THE PRESIDENT—JESSA KILGORE

Our first New York Tri-State Chapter meeting on New Year's Resolutions for HR Technologists, led me to think of my own resolutions for 2008. At the top of my list was connecting with old business friends and associates, some who I hadn't spoken with for years.

The challenge was finding their contact information. Most of my co-workers had moved on to other jobs and I only had their old work numbers and e-mail addresses. Fortunately their contact information was only a click away through on-line social networking. Using LinkedIn, I recently built my network to one million contacts within three degrees of my one hundred first degree contacts. Our chapter also has seen a lot of networking on LinkedIn with our creation last year of a Members Group. If you haven't joined already, feel free to sign-on at LinkedIn.com where chapter members are invited to join our group. This is a great way to reconnect with former associates and connect with other IHRIM members to share ideas and benchmark solutions. Through searches of members profiles in our LinkedIn group or your own network you might find resources that are exploring or using similar HRIS solutions or in a similar industry. This is a great way to connect without having to leave the office.

On the other hand, maybe you want to network outside of the office. In our recent survey of registrants for the New Year's Resolution meeting there was a showing of great interest in more face-to-face networking opportunities. What we heard emphatically is that in this age of on-line networking and on-line meetings, our members yearn for the in-person interaction with their peers. The New Year's meeting was such a success that we will plan for another meeting next year around the same time. Hopefully the weather will cooperate more next year.

IHRIM NY Tri-State is also responding with more meetings with topical presentations followed by networking receptions. We will continue our August meetings at South Street Seaport (this year will be our 5th anniversary) and we're planning a spring meeting in New Jersey for those that want to stay on the West Side of the Hudson. Manhattan-nites can easily join us as this meeting that is planned to be close to the Weehawken ferry landing. More details will follow.

As for my old business friends and associates, it's been great catching up with them. Most are doing well in their careers and have stayed in the HR Technology industry. For those that are currently unemployed, the job market for HRIS professionals

seems to be thriving and they are very optimistic. It seems that despite the current economy the war for talent is in full effect, at least for skilled developers, project managers, and business analysts.

Hopefully, I will also get the opportunity to network with you this year. A great way to stay connected with your IHRIM associates is to get involved with our chapter. If you are interested in volunteering, please contact me at JKilgore@IHRIM-NY.org or visit our web-site at www.ihrim-ny.org to learn about opportunities.

Happy New Year!



Jessa Kilgore

President, IHRIM NY Tri-State Chapter

MEETING SUMMARY—NEW YEAR'S RESOLUTIONS FOR HR TECHNOLOGISTS

By Jose Garcia, IHRIM Member and Polytechnic Student

"*New Year's Resolutions for HR Technologists*" was the topic of the gathering hosted by the IHRIM NY Tri-State Chapter on Tuesday, January 8th in 2008 at the Offices of Morgan, Lewis & Bockius LLP. A group of esteemed panelists included Erik Alvarado, President & CEO of Artemis Consulting Services, Inc., Cory Scott, Corporate Manager for HR Information Management of Corning Inc., Beth Stanley, HRIS Manager of Virtua Health and well-known IHRIM founder, Al Walker, the CEO & Founder of PathLight Partners.

Before the panel discussion officially began, moderator Marc Miller of Marc S. Miller Associates shared an insightful article featured in the December 27th, 2007 NY Times column, "*Life's Work*" by Lisa Belkin, entitled "Some Orders That the Boss Should Heed". The article specified five resolutions corporate leaders should attempt to adhere to:

1. Make the workplace friendlier to employees
2. Encourage all corporate leaders to be open to the work-life balance of employees
3. Figure out how to force all e-mails to reach the recipient only during [the recipient's] work hours, no matter when sent.
4. Have leaders say "thank you" more often
5. Manage people based on their contribution, not their rank or seniority

The panel made some interesting points in response to the questions posed by Marc Miller, moderator of the panel discussion:

What do you see either as a continuing trend that will gain more impact and traction in the new year, or a new trend in terms of the environment in which we work and live? How would or should HR technology Service Delivery address any of these issues such as newly desired or needed functionality, the expectations placed on the vendor community, vendor related issues and technology in general?

Overall, one major trend the panelists agreed on was the development of processes and systems that facilitate the tracking and communication of metrics for a company. Erik pointed out the need to determine solid benchmarks, to carefully identify what measurements should be taken and the need for systems to use and communicate these measurements. Cory pointed out that globalization is driving the need for multilingual systems and that employees are becoming "a major security liability" with incidents such as the loss of corporate property or the leaking of confidential information, whether accidental or intentional.

Beth stated that funding projects will continue to be a challenge, and emphasis should be put on those projects that support the strategic initiatives of the organization. As one audience member simply stated "We have to do more [work] with less [resources]". Al supported this, indicating that "2008 may be the year we experience a slight economic recession because [we] use all our money to implement or maintain a system but not enough to support analytics". Al also pointed out that it is very difficult to introduce any change in an organization. Beth also mentioned that there is a true "War for Talent" among healthcare companies and in other industries as well. The panelists and audience discussed the challenges of managing a multi-generational workforce that communicates differently and adheres to different standards of formality, challenges that will surely grow in the years to come.

What do you recommend to your colleagues in this room this afternoon as to: What goal they should strive to reach in 2008 regarding their use of HR technology and the role of HR in their organizations. What activities/actions should your colleagues attempt that would increase their personal visibility, clout and even personal rewards?

Beth and Al shared that HR Technologists must strive to be more strategic partners by taking a consultative approach with their clients. One the strategic objectives of the organization and HR are identified, all key initiatives should be directed at supporting the strategic goals.

Erik added that HR Technologists must learn to market new initiatives to internal customers in order to maximize



Marc Miller, Panel Moderator



Beth Stanley, Panelist
Virtua Health



Erik Alvarado, Panelist
Artemis Consulting Services



Cory Scott, Panelist
Corning, Inc.



Al Walker, Panelist
PathLight Partners

NEW YEAR'S RESOLUTIONS FOR HR TECHNOLOGISTS, CONT.

user buy-in. Finally, Cory emphasized the need for the HR Technologist to master the art of information craftsmanship, to go from data reporting to providing information management in easy-to-deploy solutions like Excel.

Audience members asked the panel if the US is losing its "innovation edge" and if there is the related risk of system design being outsourced overseas. The panel did not believe this would occur in the near future, since the US has many more compliance and processing issues than the overseas market and in order to design a system intelligently, these regulations and requirements must be fully understood.

Could you share with us your personal New Years' Resolutions, including your plans for next year and what you will change for the new year?

Al kicked off the response with his list that included: dream; have a goal you are willing to work for, remain flexible, spend more time thinking, spend less time with family (learn something new, help a friend in need, volunteer for a cause), go green by cultivating a garden. He also suggested that we all need to be more professional by being hardworking, well skilled, courteous, conscientious, honor commitments, connect extensively, and be honest, ethical and humble.

Since this is a new year, the author would like to make a suggestion. Since one trend projected for the new year is to do more with less, one way to achieve this goal is to partner with an engineering university and outsource to students. Not only does this save a company money, but it also is a great source of valuable talent as students work on company projects and develop the skills that companies desire. Universities such as Polytechnic University located at scenic Metrotech Center offer programs corporations can take advantage of. So, consider partnering with Polytechnic's computer engineers and scientists - after all, they are the ones designing the technology solutions of the future. *For more information contact Dawn Duncan, Vice President of Development and University Relations at duncan@poly.edu.*



Panel Discussion and Post-Panel Discussion Networking

ARTICLE—DESIGNING AND DEVELOPING AN HR DASHBOARD TO MEASURE HR PERFORMANCE

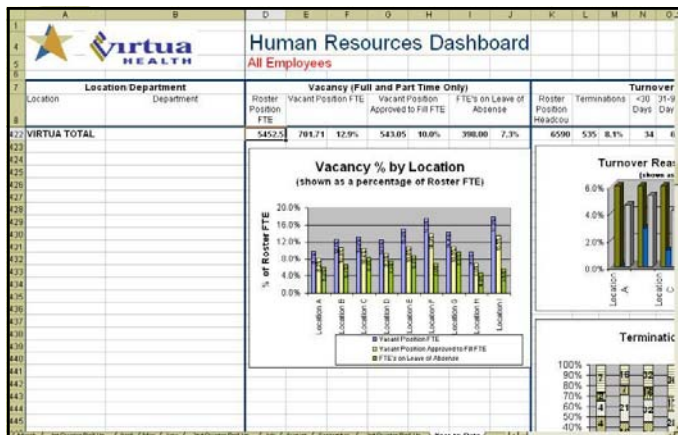
By Deborah Sharlow, HRIS Analyst, Virtua Health

Virtua Health is the largest health system in southern New Jersey with over 7,000 employees and 1,700 physicians. Virtua Health is comprised of 4 hospitals as well as multiple offsite locations and departments. We use PeopleSoft 8.9 HRMS to manage HR, Benefits and Payroll data. In the face of a national shortage of healthcare professionals, Virtua identified a critical need to monitor hiring and turnover trends. Virtua's senior HR and Nursing Leadership groups called on the HRIS team to develop a method of reporting HR Metrics based on the following requirements:

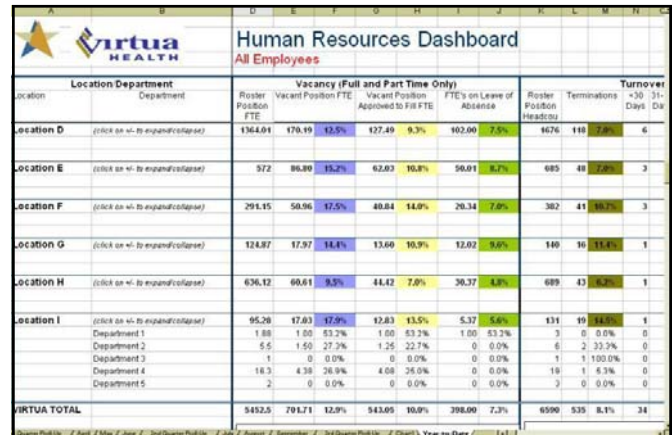
- Must report information on an aggregate level, but provide the ability to drill down into department-level detail.
- Must report information for groups of employees of particular interest (ex. Registered Nurses, Pharmacists, etc.)
- Must use formulas that align with groups like the New Jersey Hospital Association's formulas, to allow for external benchmarking.
- Must be easy to use and intuitive for a group of managers who are not all particularly comfortable with technology.

Since Virtua is a non profit organization, budget is always an issue. We explored a number of data warehouse and analytical tools and came to the conclusion that we could not afford these big ticket items at the time, nor did we have the expertise to handle the implementation without the assistance of teams of consultants. Undaunted, we decided that we could still deliver something useful using the old standby...Excel.

In 6 months we managed to design and deliver a dashboard that was widely accepted by management and won the HRIS department recognition. We used SQR to pull data out of PeopleSoft and perform calculations for each of the metrics required. This output is then pulled into MS Access to manipulate and parse. Finally, an Excel spreadsheet is linked to the MS Access queries and the final Dashboard is saved on a shared drive with read-only security granted to the entire organization. For Phase I the key metrics included vacancy, turnover, time to fill, hires statistics for the following "Job Families"—RNs, Pharmacists, Radiology, Laboratory, Rehabilitation and Respiratory as these are our hot jobs. For Phase II, we added additional functionality to include LOA statistics, quarterly and annual rollups, employee demographic information (ethnicity, age, length of service, etc), performance information, employee development information and added additional Job Families. This was rolled out in September, 2007.



Virtua-Wide Totals and Graphic Representation of Metrics



View of Hospitals and Departments Within Hospital Data

Since we have rolled out the Dashboard we have learned a number of things:

- *When defining your dashboard, be careful to include only meaningful data points that are hopefully tied to strategic objectives.* This is harder to do than you think, as it is common to receive requests for data that does not provide any real meaningful correlation to a trend.
- *Make the dashboard easy to use.* Everyone knows how to use Excel and there is no additional sign on required.
- *Stick to a handful of key statistics.* We have found that with this iteration of the dashboard, it has become more difficult to produce and manage the dashboard each month.
- *Promote (or market) your creation.* HRIS has received great recognition this year after rolling out the dashboard.
- *Caution* – we have begun to realize that we have outgrown the dashboard already. We cannot add any more data to the existing format and will need to find alternatives to what we are doing.

The moral of this story is...even though you might not be able to get the funding for a major project, don't let that stop you. With no budget, we were able to deliver a metrics tool that was well-received by Management and HR.

BOOK REVIEWS

The Merchant: Planting Your Own Seeds of Success on the Job And The Shipbuilder: Ancient Wisdom for Today's Leadership Challenges

By Lisa M. Plantamura

Jack Myrick offers two fables intended to help the businessperson lead and succeed. *The Merchant* tells the story of young Sam, who, during the Great Depression of the 1930s, struggles to keep his job as a clerk at his small town's general store. With the help of his friend, a retired businessman, Sam learns and applies the Five Seeds of Success. In *The Shipbuilder*, Marcus learns the Five Principles of Leadership from a master builder in attempt to motivate his team and complete a contract. Of course, these fables have happy endings.

Both books are short and simple, yet they present clear messages. The stories provide a means to exemplify application of the principles in actual, although fictional, situations. Myrick, who is the president and founder of a management training company and head of a restaurant development group, writes these books from personal experience. At a low point in his career, he came to the realization that he needed to change in order to improve his circumstances. Personal reflection led him to the principles outlined in these books, which are inspirational and make convincing arguments.

Do not expect justifiable theory or research from these books. Just simple truths, cleverly presented in straightforward stories. If you are a fan of Patrick Lencioni, Joe Rubino, or Spencer Johnson, you will probably enjoy Jack Myrick, too.

Do you have a book you recommend and would like to review? Please send it to TBD.org

ANNUAL MEMBERSHIP MEETING REVIEW

On November 15th, the IHRIM NY Tri-State chapter held its annual membership meeting. Jacqueline Kuhn, IHRIM Board Chair reminded us of the benefits of IHRIM membership. It all goes back to the IHRIM mission statement, "To be the leading professional association for knowledge, education and solutions supporting Human Capital management". IHRIM supports this mission by being the source HR Technology professionals turn to for industry news, knowledge and networking. Since its inception in 1980, IHRIM has become the world's clearing house for the HRIS industry. There are a number of IHRIM resources available to the public, including:

- Daily News Bites
- Salary Wizard powered by Salary.com
- IHRIM Education calendar
- Technology Evaluation Center
- IHRIM Learning Center
- Job Central
- Marketplace Resources
- Online Buyers Guide
- eJournal

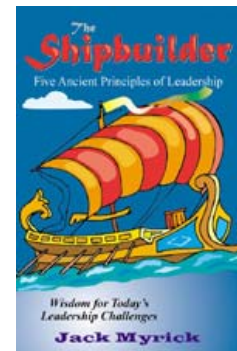
And many that are available to IHRIM members only:

- Members Only Webinar
- Online IHRIM Link Magazine
- Online Membership Directory
- IHRIM Conference Presentations
- Geographical and Topical Affinity Groups
- List Servers
- Content of IHRIM Learning Center
- IHRIM Wire

Since the beginning of the year, a new website has been launched and we will offer other member benefits such as complimentary Webinars, new courses, and special events at the IHRIM conference. But most of all, the real value behind IHRIM is the education and networking. Be sure to attend both national and local events to take full advantage of your IHRIM membership.



The Merchant: Planting Your Own Seeds of Success on the Job
Sanger, CA: Quill Driver Books, 2005
112 pages, \$19.95
ISBN 1-884956-47-5



The Shipbuilder: Five Ancient Principles of Leadership
Sanger, CA: Quill Driver Books, 2005
112 pages, \$19.95
ISBN 1-884956-42-4

IHRIM's Mission

Statement: "To be the leading professional association for knowledge, education and solutions supporting Human Capital management".



ASK THE EXPERTS

Question: What is “Software as a service” SaaS?

Response by Marc S. Miller, Marc S. Miller Associates

(some of this response is adapted from Wikipedia, the free encyclopedia)

Software as a Service (SaaS) is a software application delivery model where a software vendor develops a web-native software application and hosts and operates (either independently or through a third-party) the application for use by its customers over the Internet. Customers do not pay for owning the software itself but rather for using it. They use it through an [API](#) accessible over the Web and often written using [Web Services](#) or [REST](#). The term SaaS has become the industry preferred term, generally replacing the earlier terms [Application Service Provider \(ASP\)](#) and [On-Demand](#).

Philosophy of SaaS

As a term, SaaS is generally associated with business software and is typically thought of as a low-cost way for businesses to obtain the same benefits of commercially licensed, internally operated software without the associated complexity and high initial cost. Consumer-oriented web-native software is generally known as [Web 2.0](#) and not as SaaS. One of the early delivery approaches using SaaS was a sales and marketing tool offered by Salesforce.com. It was offered over the internet and customers chose to use it on a pay as you go basis, and based on the number of users having access to the application. The application itself never changed and was a classical one to many application. Today, HR systems seem to be well suited to the SaaS model, where customers may have little interest or capability in software deployment, but do have substantial computing needs. The distinction between SaaS and earlier applications delivered over the Internet is that SaaS solutions were developed specifically to leverage web technologies such as the browser, thereby making them web-native.

Key Characteristics of Software Delivered by SaaS

The key characteristics of SaaS software, according to [IDC](#), include:

- Network-based access to, and management of, commercially available (i.e., not custom) software
- Activities that are managed from central locations rather than at each customer's site, enabling customers to access applications remotely via the [Web](#)
- Application delivery that typically is closer to a one-to-many model (single instance, [multi-tenant](#) architecture) than to a one-to-one model, including architecture, pricing, partnering, and management characteristics.

SaaS applications are generally priced on a per-user basis, sometimes with a relatively small minimum number of users, and often with additional fees for extra bandwidth and storage. SaaS revenue streams to the vendor are therefore lower initially than traditional software license fees, but are also recurring, and therefore viewed as more predictable, much like maintenance fees for licensed software.

Many of the well known HR Technology, HRIS vendors are now offering their potential customers the choice of an SaaS approach, in addition to the classical license fee approach. Some add a fully hosted solution as well. This author seems much interest in the multi options approach, with hybrid solutions become more prevalent.

Are you Interested in submitting a question to our experts? Please send it to JKilgore@IHRIM-NY.org

IHRIM NY WOULD LIKE TO WELCOME OUR NEWEST MEMBERS

Michelle Badami-D'Amore	VP	BlackRock
Kevin Bellomo	Program Manager, Architecture & Operational Excellence-HR Technology	Honeywell, Inc.
Leslie Chang	Director of Corporate Development	TimeLink
Sevyn Chiha	Corporate HRIS Manager	SIMS GROUP
Barbara Costa	Employee/Labor Relations Administrator	HR Dynamics Inc
Jack Davis	Program Director	Knowledge Movers Inc
Vincent DeBenedetto	Manager, HRIS & Payroll	Take-Two Interactive Software, Inc.
Michele Flesch	HR Business Analyst	Merck & Co., Inc
Cynthia Gallucci-Buerkle	HRIS,Mgr	Sony Electronics Inc
Paul Groce	Partner	Christian & Timbers
Eileen Haas	Manager, HRIS	Telerox
Sapna Harichand	Human Capital Consultant	Deloitte Consulting
Richard Johnson	Assistant Professor	University at Albany
Seth Kavanagh	Manager - HRIS	New York - Presbyterian Hospital Inc
Rudolf Kelner	HR Data Architect	MetLife
Alicia Kovar	Business Anaylst	Wyndham Worldwide
Gloria Kriss	Executive Direcotr-HRIS/Administrative Services	Estee Lauder Companies
William Leonard	HRMS Consultant	Sheridan, Leonard and Associates
Judith Lim	PR HR Rep	Port Authority of NY & NJ
Debra Lucibello	Human Resource Director - Specialist, Systems	Advantage Sales & Marketing
Jill Manzo	President & Functional Consultant	Manzo, Inc
Michael Martin	Principal	Mercer HR Consulting
Charlie McCarthy	Manager	Siemens
Kannan Narayanan	Program Manager	Honeywell International
HRIS Pepsi Bottling Group	HRIS Group Manager	Pepsi Bottling Group
Kelly Sharpe	Business Systems Analyst	Hess Corporation
Spiro Skokos	HRIS Manager	Starwood Hotels & Resorts Worldwide
Taran Thrower	Business Analyst	Watson Wyatt Worldwide
Heidi Trell	VP, Global Benefits and HRIS	Estee Lauder Companies
Martha White	Administrator - HRMS/Oracle	Wyndham Worldwide
Michele Zuzolo	Manager, HR Process Integration	Pitney Bowes Inc

