



Office of the
Executive Vice President
for Administration and Finance

January 11, 1998

Mr. Bud Haney, President
Profiles International
5205 Lake Shore Drive
Waco, Texas 76710

Dear Bud:

Thank you for the opportunity to share my very positive experience with Profiles' job assessments at your annual conference.

My enthusiasm derives from lessons learned during the past six years, as our academic health center engaged in a serious culture change, simplified processes for our customers and reduced administrative costs associated with our services. Our journey would have been far less tumultuous had I known about your tools for making better hiring, promotion, management and training decisions. I tried many others that were highly rated, but that did not provide the comprehensive information we required in a customized, simple, and affordable manner.

What time did not permit me to share with your audience is the pain we experience when we hire or promote senior people with poor job fit. The costs of such mistakes have been staggering, to an embarrassing degree. The additional costs that result from poor morale are difficult to calculate, though we are certain they are significant. The severance package for just one senior executive this year, more than covered the costs of the investments that we are making in the Profiles' assessments. Clearly, we needed to invest in learning more about job candidates when it counts the most--before they are hired or promoted.

I am delighted to learn that you are unveiling a 360 evaluation that will tie in with the other assessments we rely on, and which will complete the loop in critical personnel processes.

Again, Bud, thank you for your kind invitation to participate in the Profiles' conference. Thank you *most of all* for your excellent instruments that are helping us better identify and retain competent, effective people with the qualities needed for success in our health care and education culture.

NOTICE!
Please respect the time and
generosity of our client.
Our clients send us letters
expressing their appreciation
for our products.
They request:
Please! No Phone Calls!

Sincerely,

John Porretto