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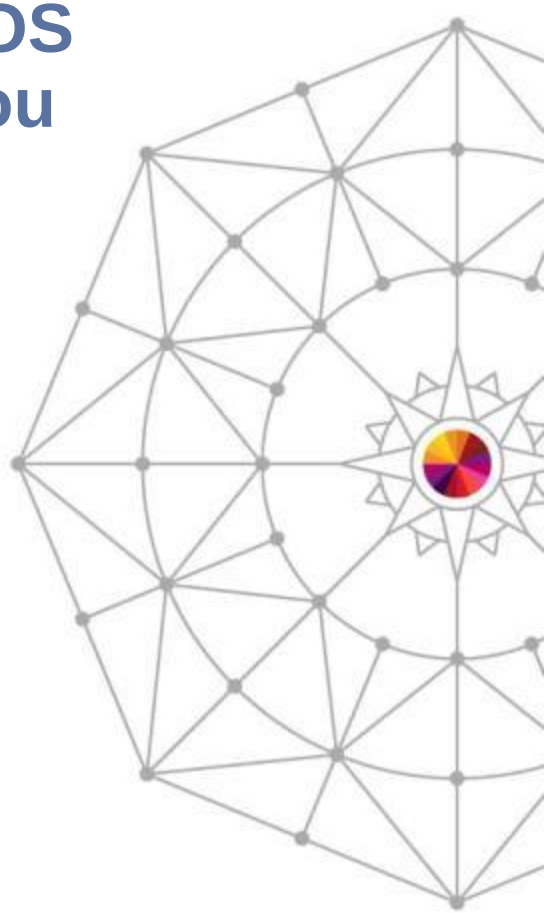
# Mentoring the New z/OS Professionals – Do You Have a Plan?



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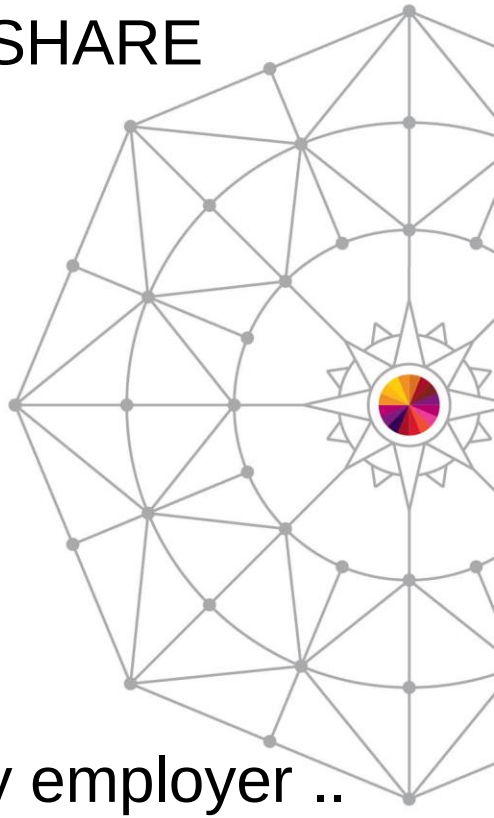
SHARE in Anaheim

# An area revisited….

- Addressed twice,  in CMG sessions,  and at SHARE
- Always raised some interesting conversation
- Time to bring the issue up again….
- Some revisions…
- Disclaimer – personal views,  not those of my employer ..



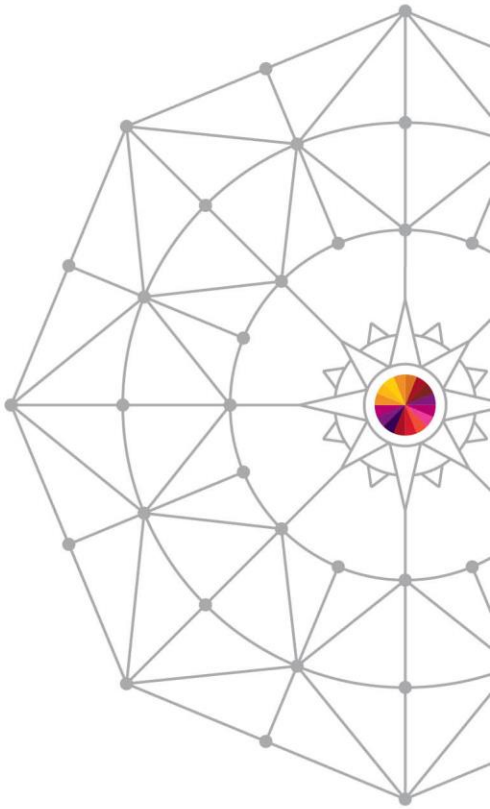
# Yesterday's Keynote

- Pat Toole,  IBM

  Enthusiasm for the future

  Good things about the youth movement

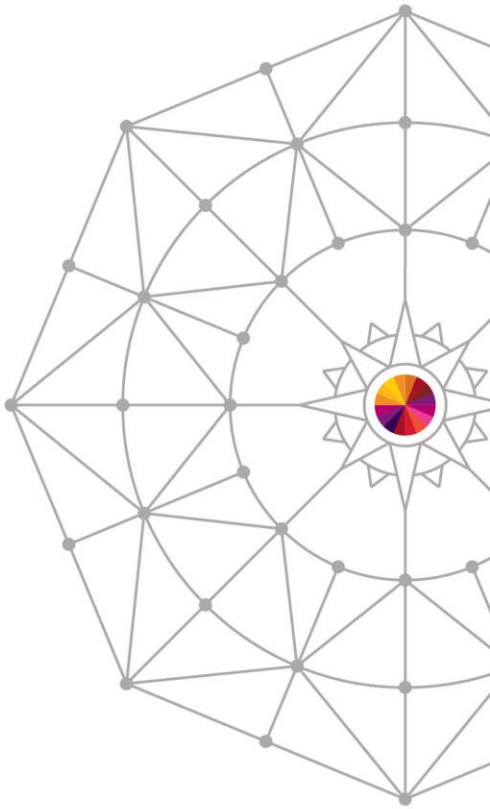
  More on Academic Initiative later,  also featured a Florida high school



# A baseball analogy …… mentoring and coaching… 2012 vs. 2013…

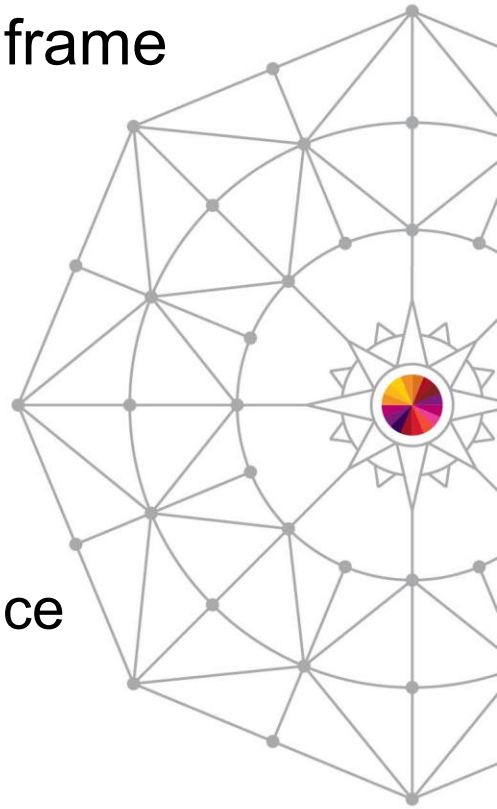
# Brief review

- Where we are today
- The state of the world of the mainframe specialist's career – z/OS, z/VM
- The dilemma stated
- What happened…



# So what's my point?

- We're at a critical point in the history of mainframe computing
  - Many mainframe specialists are approaching retirement or pursuing other interests – or HAVE already retired
  - There's a limited arrival of new people to replace them
  - There are often minimal in-house resources with which to develop or nurture new mainframe experts



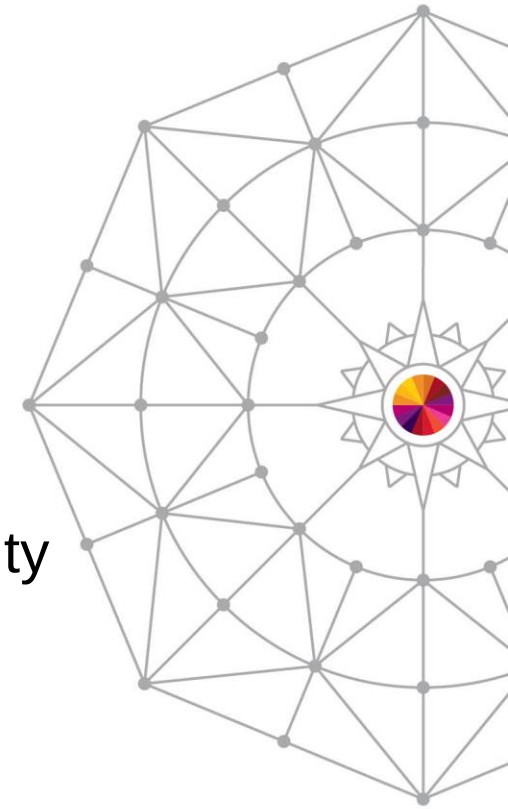
# How could this have happened?

- Crank the clock back to 1989-1992
  - New platforms emerged and/or matured
    - DEC
    - UNIX
    - Windows
    - MS-DOS
    - s/36-s/38-AS/400

- MBM = “Management by Magazine”
- <squawk>  “The Mainframe is dead.”  <squawk>

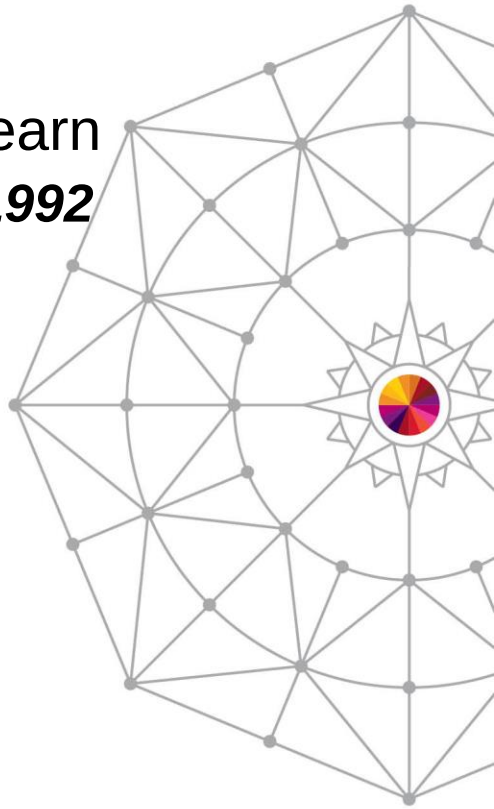
# New people entered the systems programming/administration world

- OTHER non-mainframe PLATFORMS
  - More glamorous
  - Easier and more opportunities to learn
  - Systems programming not necessarily a priority
  - Capacity management DEFINITELY wasn't…



# Other cultural effects

- We played into it
  - New challenges before us,  new platforms to learn
    - ***"Carpe Diem" – Dr. Bernie Domanski,  CMG 1992***
  - Opportunities for "Empire Building"
    - ***"Think about it,  your OWN decentralized IS/IT group – with YOU as the boss."***
  - Paradigm shift
    - Career development became a one-sided affair
    - Cuts to training and employee educational resources
    - Free agency

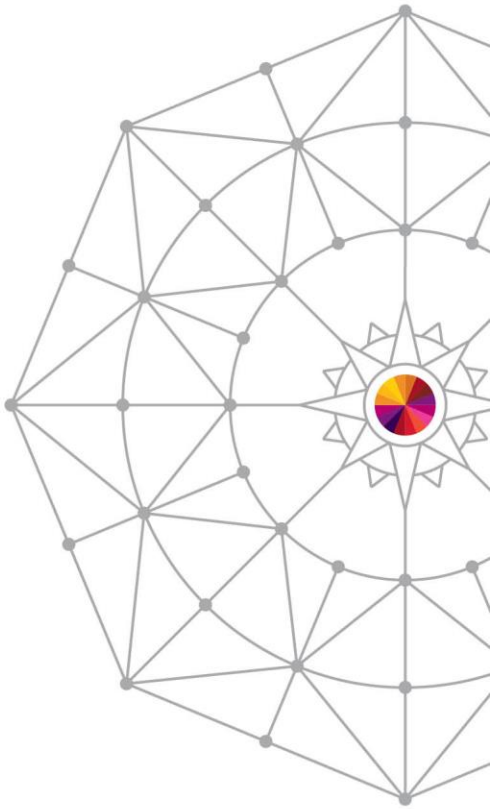


# Paradigm Shift continued on …

- "Free Agency" vs "Farm System"
  - Talent costs are higher **
  - Success % justifies higher salaries
  - Lower overall costs
  - Fewer failures

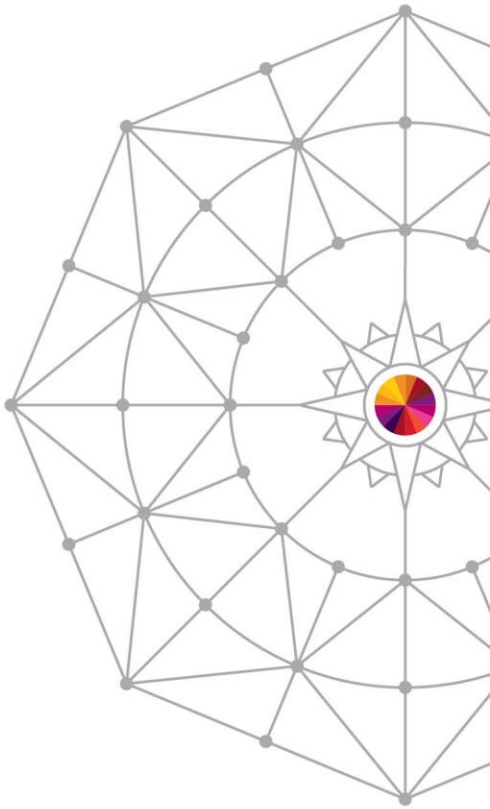
  - Also – if you develop and nurture talent, competitive market situation to RETAIN folks – often perceived as "no win" by management

  - Develop/retain, or release and recruit?



# (CPE Perspective) = resource acquisition strategies changed

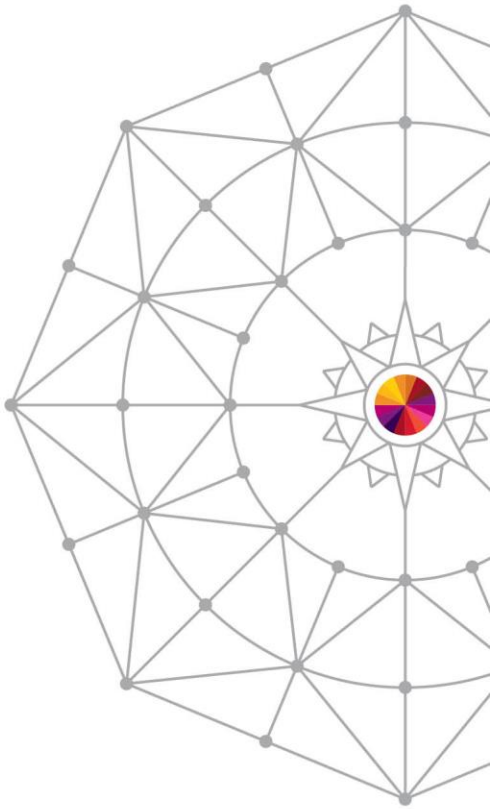
- Things got simpler,  technically
  - WLM & Capacity on Demand
    - Old = Pit one vendor against another
      - *Do your due diligence and capacity planning*
      - *Right-size*
      - *Get it right,  or else*
    - New = Plan Ahead
      - *Cost determination / justification*
      - *Not enough?  Just buy more*
      - *Non-intrusive upgrades*
      - *Even this has changed – 4 –hour rolling avg MSU*



# End result

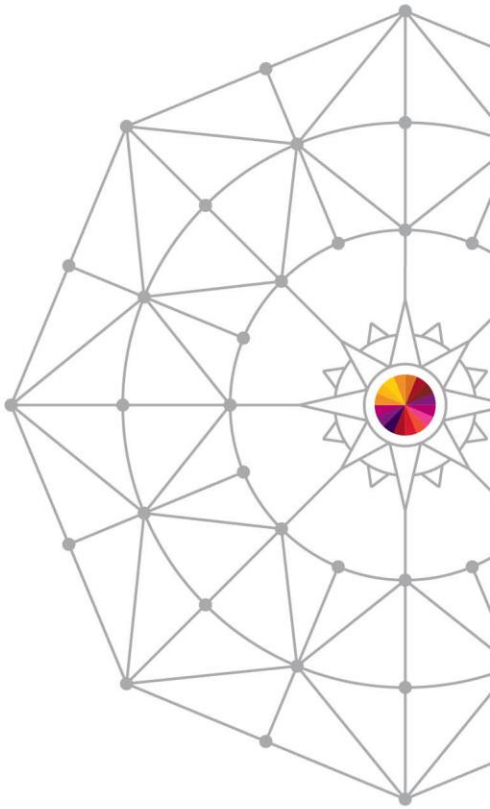
- Fewer people that know the platform,  but that was okay
  - MVS and OS/390 and z/OS
    - Fewer systems =>  Fewer people needed
    - Mergers and acquisitions
    - People were expected to work harder
    - (or “smarter,  not harder”)

    - *If the talent was needed,  it was out there.* ***SOMEWHERE****.*



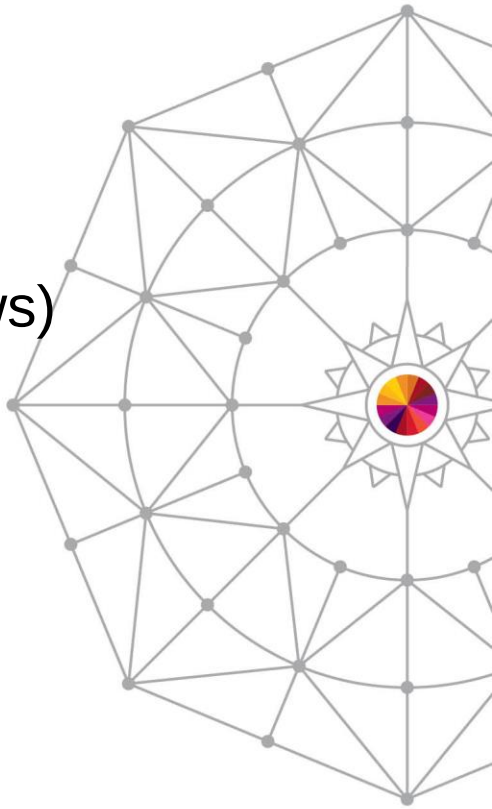
# End result

- STILL CRITICAL
  - z/OS – z/VM personnel must know concepts and facilities
  - BUSINESS concepts … Capacity on Demand, IBM pricing models
  - Not just knowing TOOLS to measure and control them!!!!



# Other happenings

- Educational systems (Universities)
  - Reduced their mainframe commitments
  - Other,  more alluring platforms (UNIX, Windows)
  - Internet wasn't serviced by mainframes at first
- Private schools ("approved for Veterans")



*"We have met the enemy,*
*and he is us" – Pogo (Walt Kelly)*

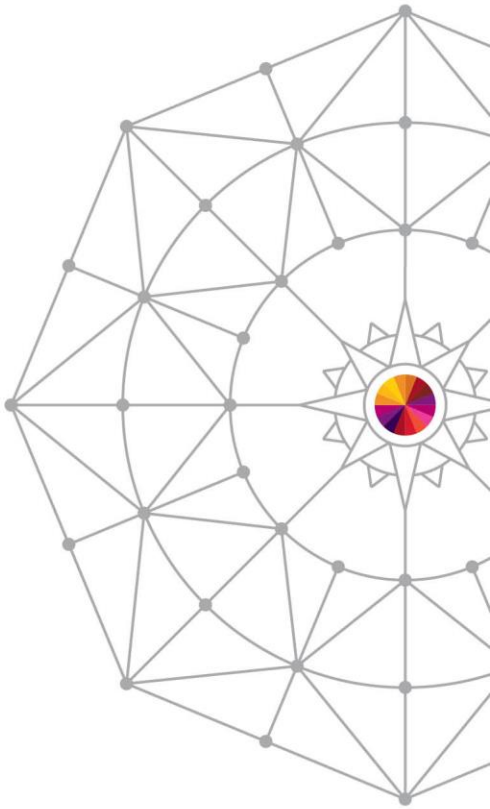
# A funny thing happened on the way to the 21st century

- The mainframe didn't die
- The mainframe retained its prominence in the world – supporting the Web…
- It was discovered -- actually, impressed upon people
  - Mainframe is cheaper for large scale processing
  - It's often easier to maintain
  - It's scalable, virtualization is practical

# … on the way to the 21st Century ….

- "TCO"*  for the mainframe dropped

- One study – "The Dinosaur Myth",  Xephon, 1992
  - Some processing can't be converted to non-M/F
  - Cost-effectiveness stronger

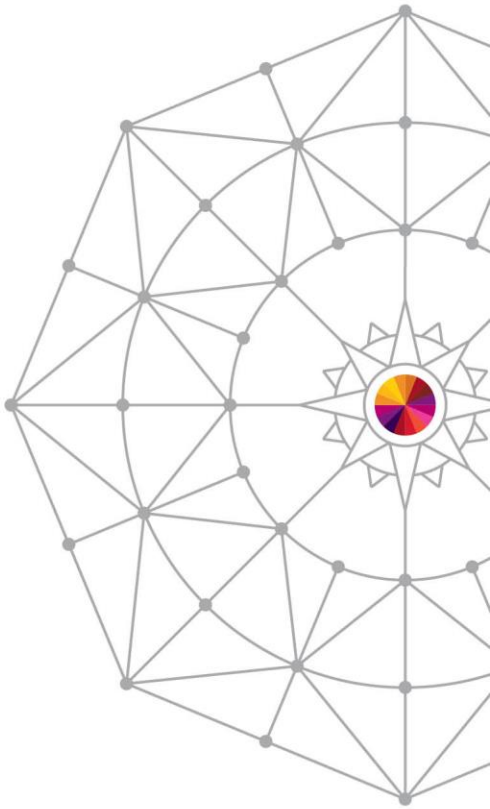


# … on the way to the 21st Century ….

- Reinforced in 2002 and 2005 Arcati Institute
  - Per annum cost per user cited at $4500 on M/F, $5400 for UNIX, and $8000 for Windows users.
  - Can't truly assess a real cost per user in 2013… but…please access their 2013 report…

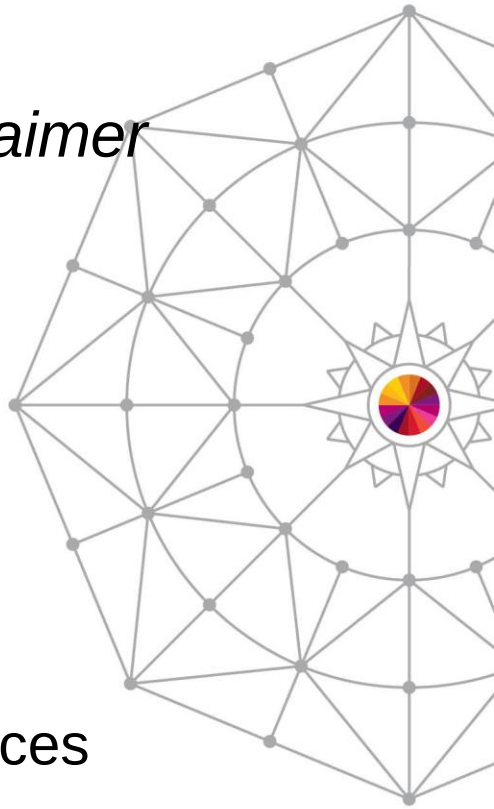
# Interesting updates …

- Can be found there at –
- http://www.arcati.com/newyearbook13.pdf
  - Review results of the survey – you'll find respondents indicated growth (late 2012).,,
  - Assuming that Lillycrop and Eddolis were successful at building a microcosmic study – it shows growth directions,  continuing to continue!.



# The dilemma – in a few years' time

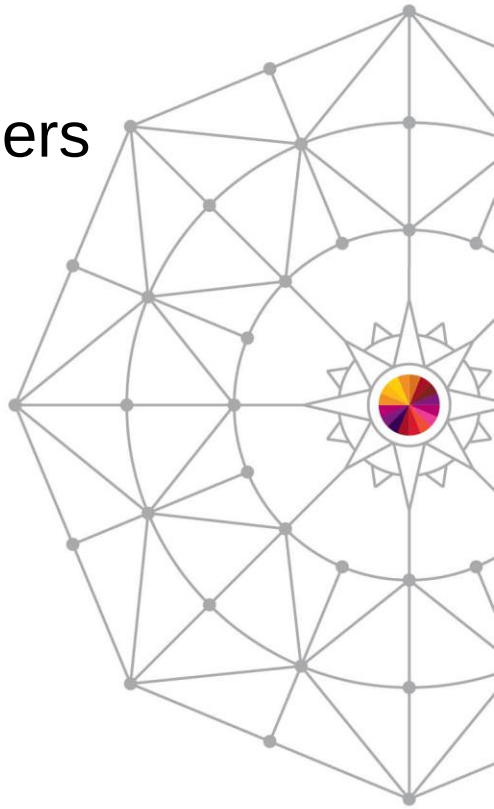
- Mainframe will be around – and bigger
- Shortage of mainframe personnel?? *** *disclaimer*
- Shortage of those who have the skills and knowledge of z/OS ** *another , yeah, but*



- Baby Boomers
  - 1947 = now 67 * SSI max age in U.S.A.
  - 1951 = now 63
  - 1958 = now 56 * early retirement in many places

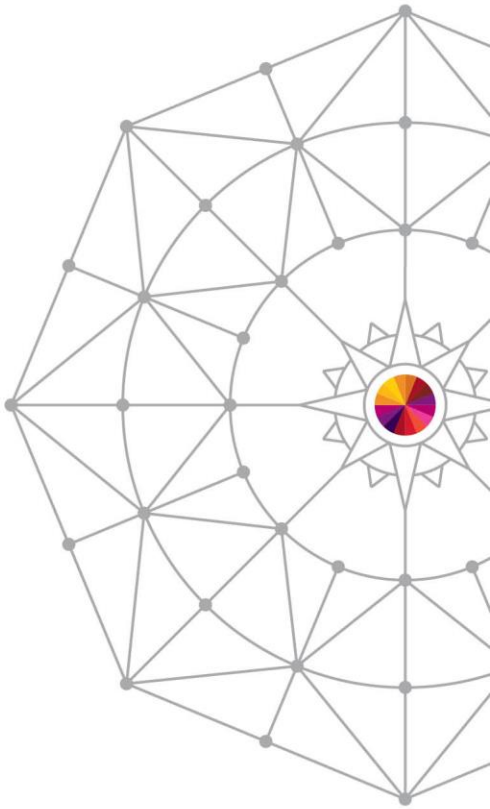
# A look in the mirror…and look forward

- A look back at older selves and our own careers
- What's changed?
- Can we apply our experience to bring in our successors?
- What else can we do?



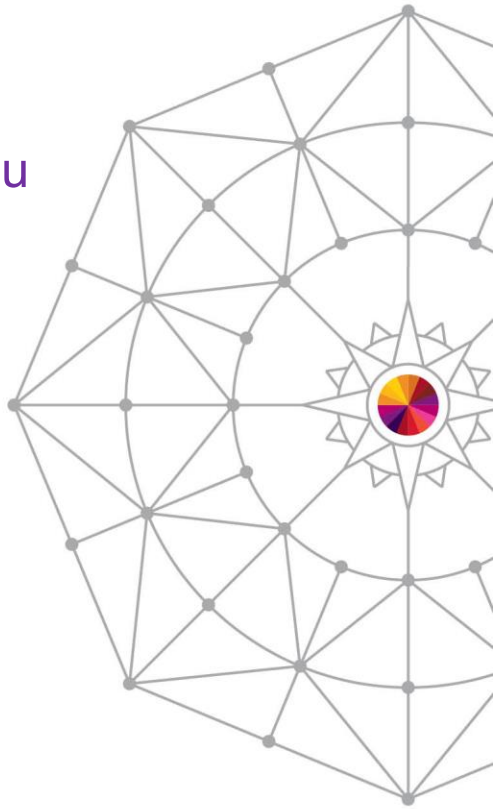
# Explanation - how did we start our careers?

- Usually – we latched on to a company
- We worked – and they kept educating us
- Entry-level roles – operations , ops support, programming,  internship or part-time work
- Opportunities to learn – always there
- **Mentoring** was common
- Junior people learned from senior people with practical experience



# How did we grow?

- Usually home-grown but were allowed educational opportunities
- Experience *** you can't learn z/OS in six months, but you can acquire a practical specialty
- We often jumped ship for better opportunities, not necessarily more money
- We were allowed to make mistakes *(occasionally)*
- *Smooth roads and rocky roads* – we found our best environments for growth

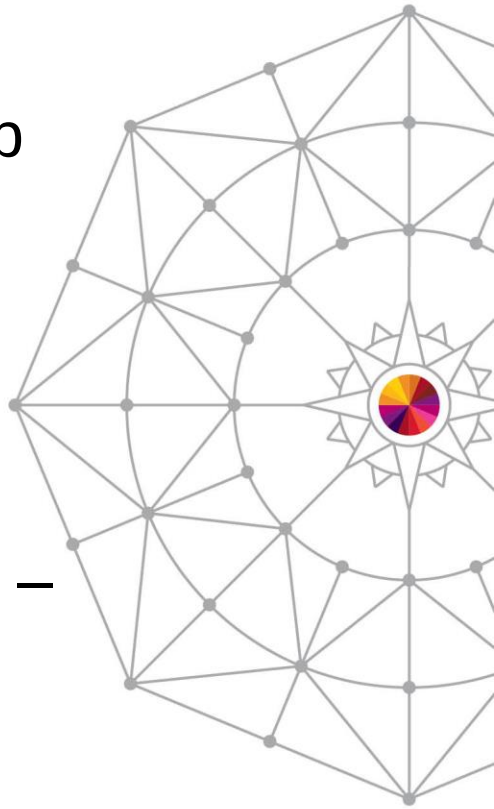


# What's missing today ????

- Lack of training opportunities in many enterprises
- Little patience for bringing newer people up to speed
- ***Concept of mentoring is oft-missing, even disappearing from the culture***

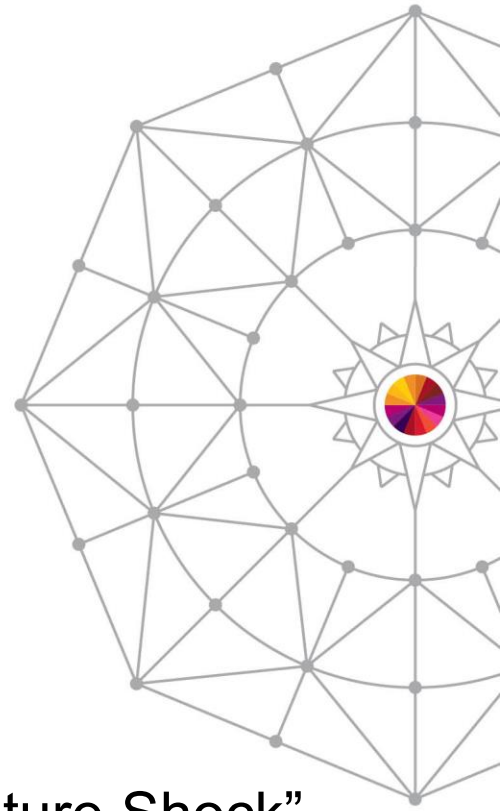
# More to think about….

- Convincing the younger colleagues to take up the cause,  and stay with it
- What needs to be done
- Younger z/OS people could be overwhelmed – *booth conversation yesterday*



# Selling points for newer z/OS staff..

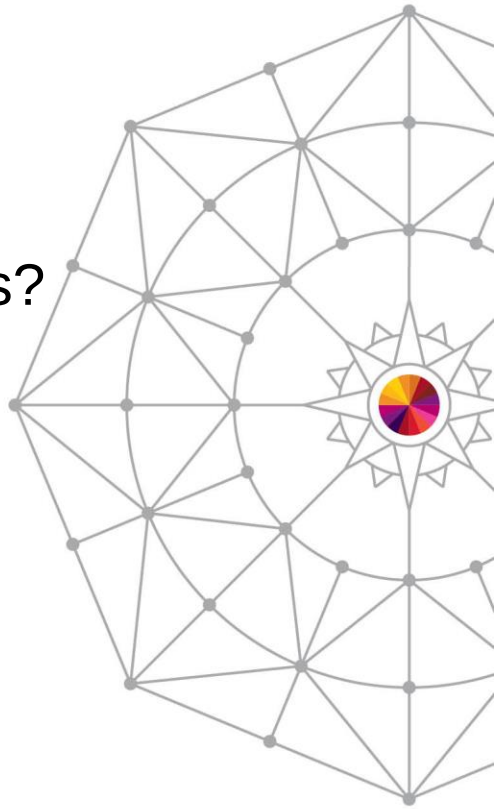
- Irrefutable platform durability
  - Changes,  but 50+ years of survival
  - It's not going away
  - It's commercially viable
  - Large enterprises tend to not go away



- Longevity in employment
  - Many mainframers survived in the field
  - Retirements spur opportunities
  - Architecture changes,  but not suddenly / "Future Shock"

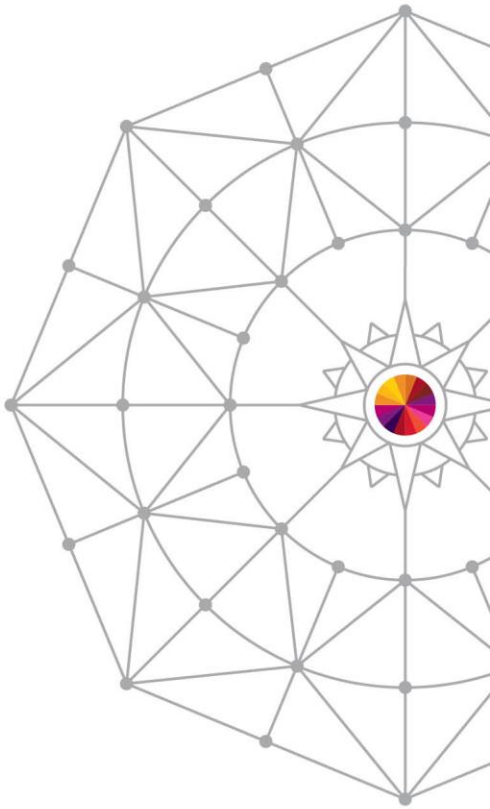
# Tooting the mainframe horn….

- Newer technologies melding into z/OS world
  - Virtualization under z/VM,  WebSphere
  - Future developments will occur on existing platforms,  but will there ever be new platforms?
- Chance to apply familiar skills,  transport expertise
  - Database design
  - TCP/IP network topology
  - 4th GLs (SAS) very similar to SQL
  - ***Integration with other platforms***



# Final talking points – why mainframe as a career?

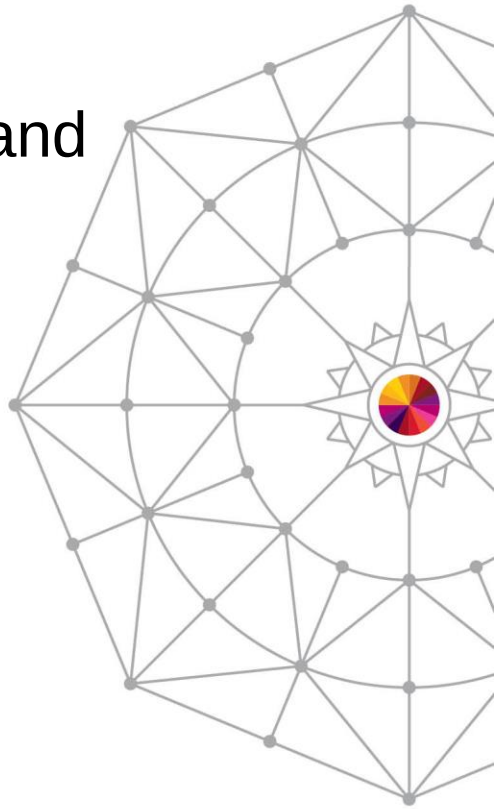
- Analytical capability is required
  - Not just a technician,  but an analyst and communicator
  - Learn the BUSINESS as well as the technical side
  - Contract analysis – license charges, understanding
- The CPE perspective =
  - Upper management / executive exposure



# What is needed to develop new talent?

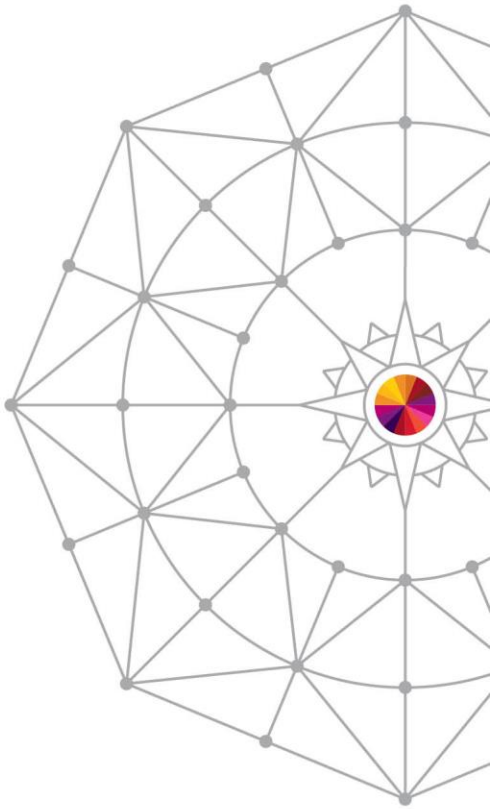
- Selling upper management on the concepts and requirements

- The starting time is ~~NOW~~ was years ago



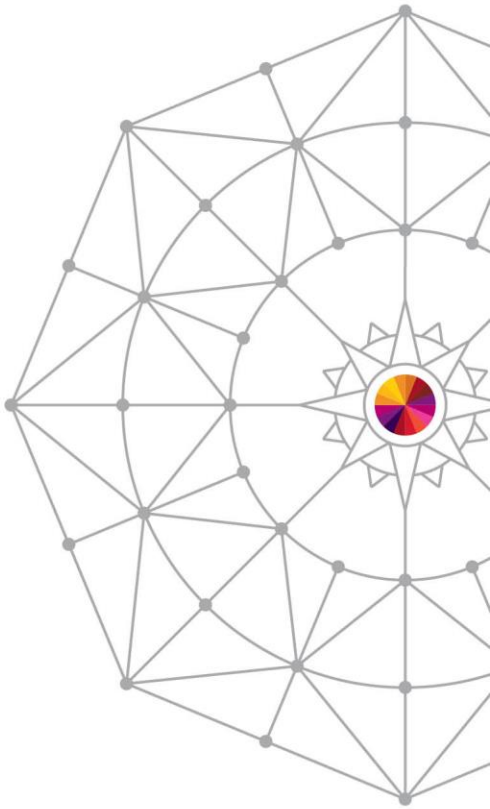
# Convincing upper management that this is the right thing to do, mentoring plays a role….

- Employee retention
- Things take time *** z/OS is not a plug-and-play operating system
- Financial incentives
- Long-term continuity & functional assurance



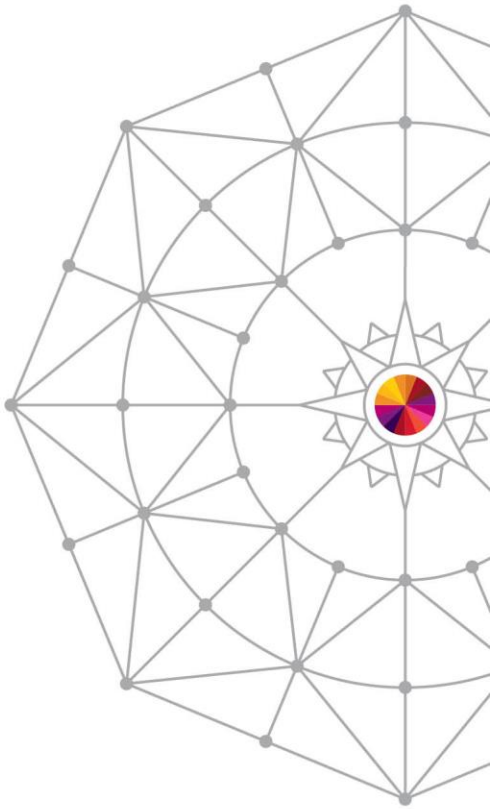
# When to start?

- TODAY
- Mentoring,  and bringing newer staff along
  - A new “old concept”
  - Can make your final working years more pleasant
  - It benefits all in the enterprise



# Let's talk about mentoring …

- What's required …?  …. *Buy-in*
  - Willing management
  - Willing senior staff
  - Willingness of junior staff to accept mentoring
  - Training dollars help.. But the main factor is **TIME !**



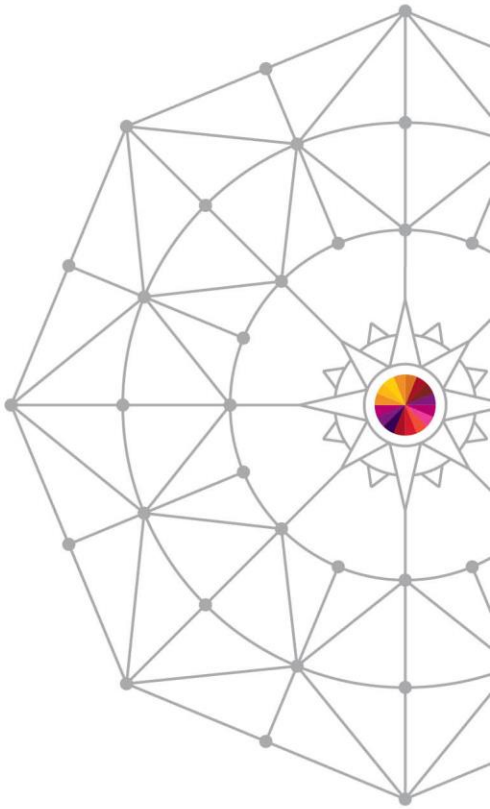
# Mentoring…

- This is NOT “management” or “supervision”
- Establish goal-related plans !

* Avoid Paperwork (no Gantt charts, etc.)

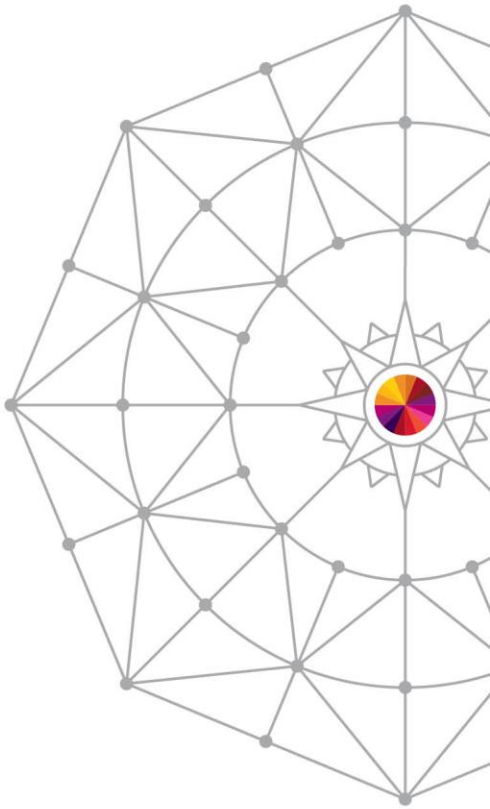
* More of a “spiritual development” than management

* It’s guidance, leading to employee development



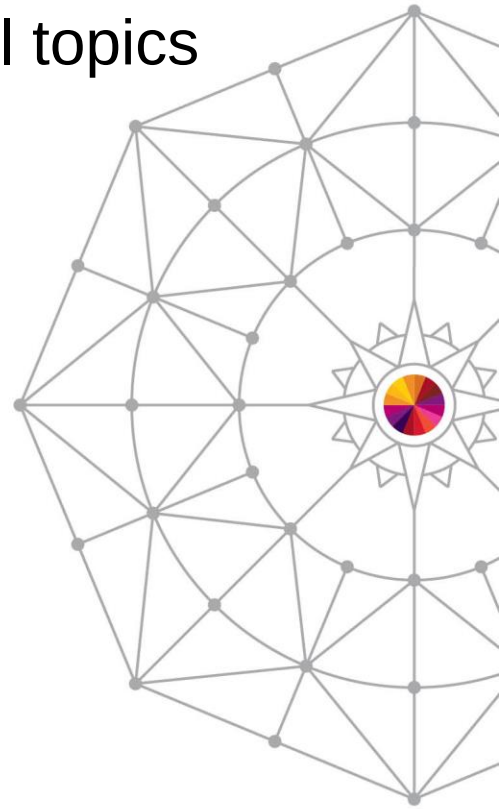
# Plan! And plan again!

- Consider –
  - Personal professional goals of your protégé(s)
  - What assistance can you provide – and not provide
  - What other resources are available on-site?



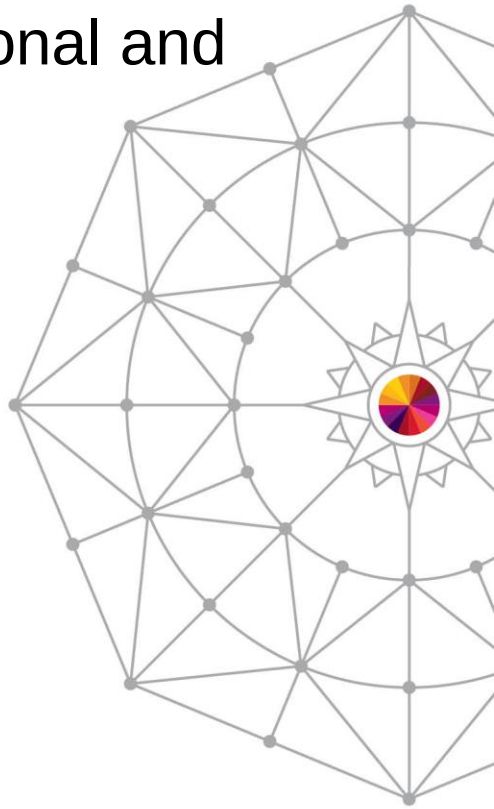
# Examples of mentoring efforts….

- One hour-weekly sessions covering technical topics
- Have internal technical exchanges
  - Have each person do one a month (e.g.)
  - Record them if possible
  - More people more knowledge to share
- Brown-bag programs,  invite everyone!



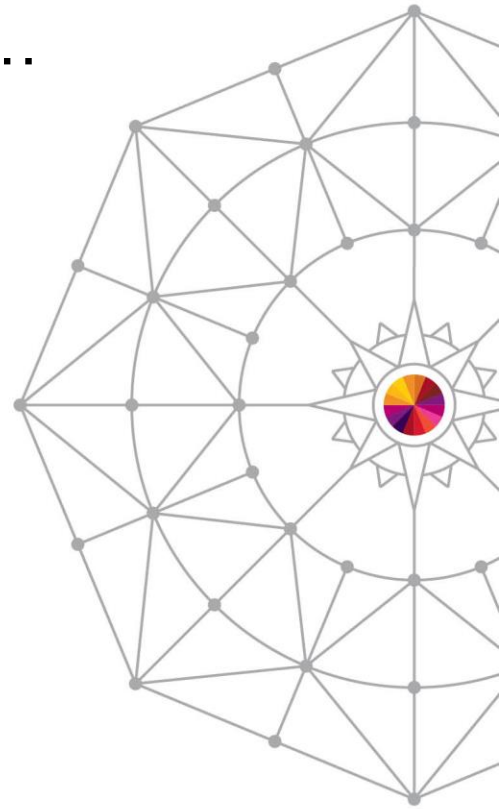
# Example of mentoring efforts ….

- Encourage participation at conferences, regional and international
  - SHARE
  - CMG
  - Vendor user groups and forums



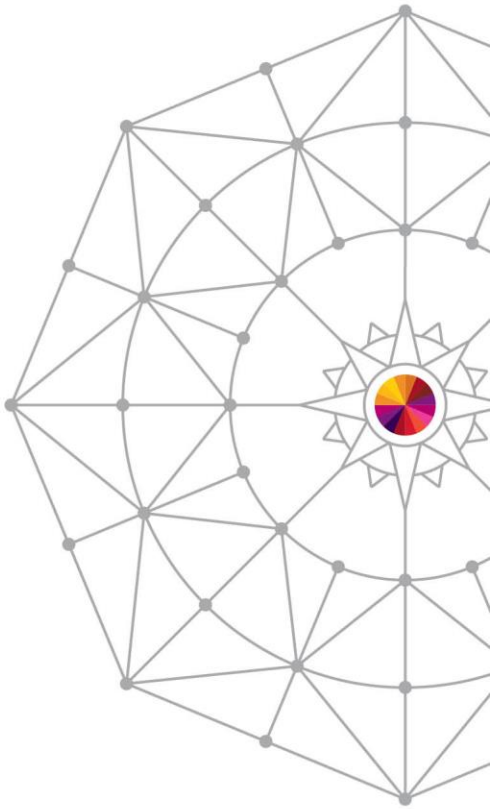
# Example of mentoring efforts…

- Outside education – encourage,  don't force…
  - IBM Academic Initiative (at a university near you?)
  - Software vendor courses – often available – some free,  some paid…
  - SHARE,  CMG … as an attendee



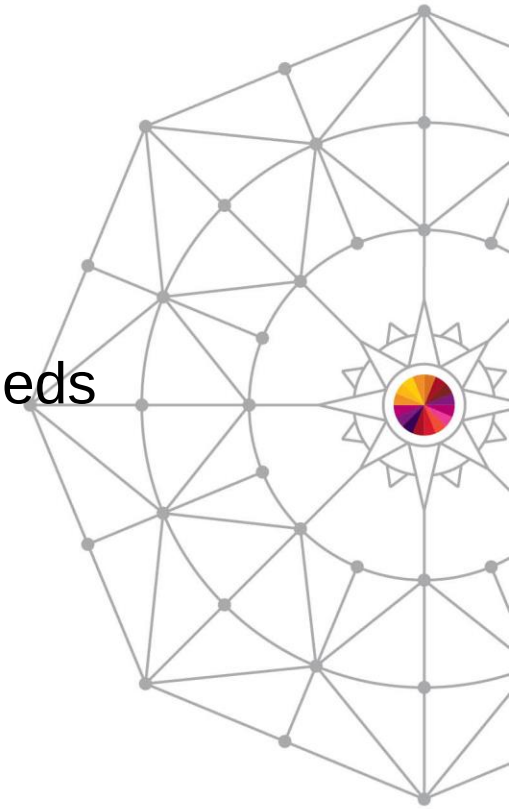
# IBM Academic Initiative z/Series Program

- Use a search engine to find more information (formally called “z program”)
- Seeks cooperation with and provides assistance and materials to university faculty
- Encourages development of mainframe expertise
- Certifications, examinations, and even potential job matches



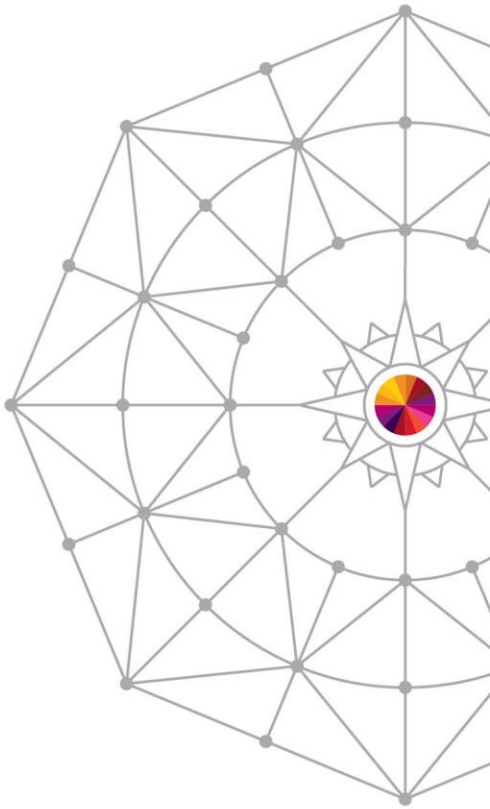
# IBM Academic Initiative (directly from the website)

- For universities:
  - Stronger relationship with businesses
  - Access to industry technology experts
  - Faculty training on latest mainframe facilities
  - Comprehensive curriculum to meet market needs
- For Business Partners:
  - Access to qualified mainframe talent
  - Strengthened collaboration with academia
  - Development of targeted work-study programs



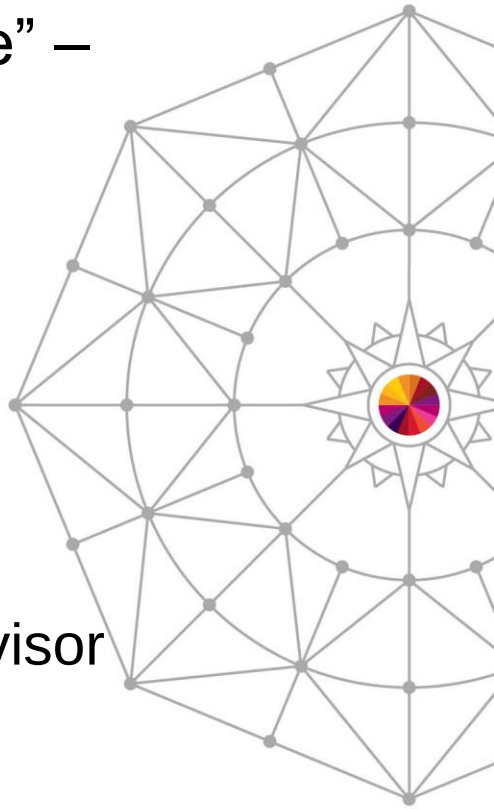
# Examples of mentoring efforts…

- "Indoctrination" – harsh term but applicable.
  - Every company's business is different
  - Every company's corporate culture differs
  - Every company department may have a different culture
- It's the mentor's role to inform and instruct



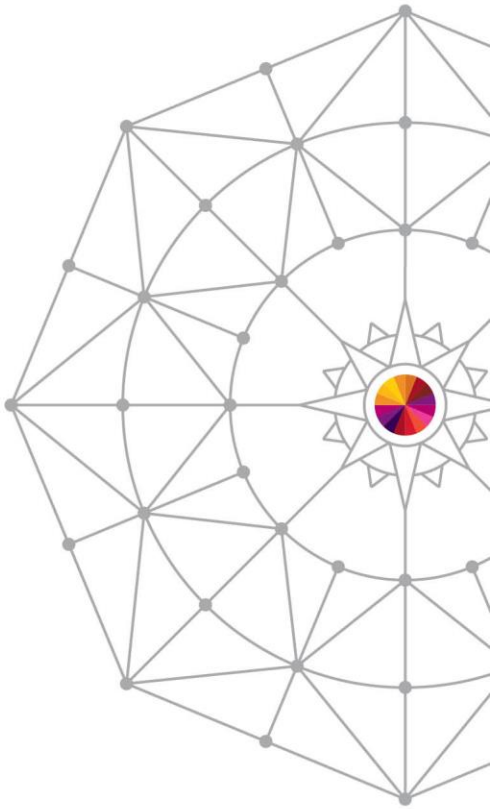
# Overall benefits …..

- The younger z/OS * z/VM tech feels “at home” –
  - Part of a team
  - Respected
  - Self-respect
  - Confidence  (* new job jitters?)
  - Modeling your example
  - Someone,  other than management, as an advisor



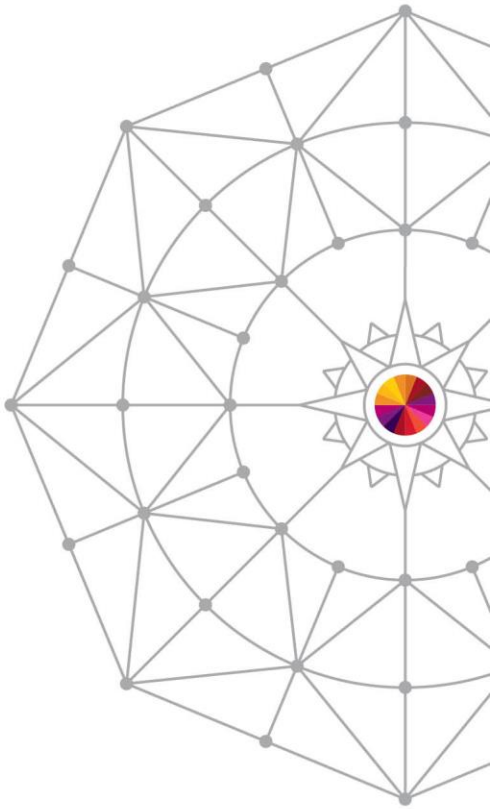
# The conclusion – your role as a mentor

- Developing those junior people who are receptive to receiving encouragement and assistance
- Sharing your knowledge, and, yes, your WISDOM with others
- Doing whatever can be *practically* done within your enterprise
- Be someone that people want to approach



# What not to do?

- Don’t practice rejection
- Don’t promulgate negativity – that spreads…and doesn’t make the grass grow in a workplace
- Don’t “fix” someone else’s career path for them – a 20-something doesn’t want that
- Don’t look for bad stuff because you feel you have to “balance” off the good and bad.



# It’s all about teamwork….and the rewards can be great.

# Conclusion

- We may have come full circle – mentoring, in-house, and outside education WERE the norm a generation ago
- “It’s déjà vu all over again” – *Yogi Berra*
- Just food for thought!
- What worked before CAN work again!
- Many thanks!