

# IT Talent Attraction and Retention Workshop

Gail Sturgess  
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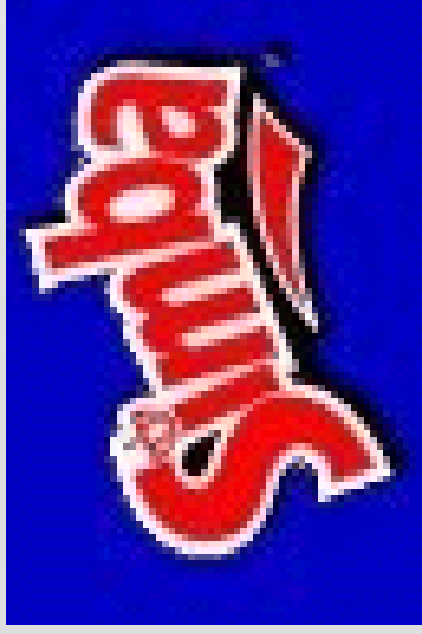
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**BIG Thank You!!!!**

## ***Aligning IT Talent Strategy with Organisational Strategy***

- Performance Improvement
- Organisation Design
- Strategic Workforce Planning
- Talent Management
- Competency Management
- Career Management
- IT Role Descriptions

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## South Africa Today

### *Aligning IT Talent Strategy with Organisational Strategy*

- Economic growth trebled (average 3% pa)
  - Longest period of sustained growth since 2<sup>nd</sup> WW
- Private sector fixed investment up 4.5% pa
- Fiscal Deficit below 3% of GDP
- Lower inflation and interest rates
- Reserve Bank's gold and foreign exchange reserves risen to US\$15 billion

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## Proudly South African



### ***Aligning IT Talent Strategy with Organisational Strategy***

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- South Africa, almost alone amongst emerging market economies, is set to escape virtually unscathed from the latest bout of investor panic sweeping the developing world's fragile economies (The Times, London, August 2001)
  - The SA banking sector has been consistently ranked in the top 10 in terms of competitiveness (MD, Switzerland). When Nelson Mandela was inaugurated President in 1994, SA was insolvent (liabilities exceeded assets).
  - Today the Government's deficit is negligible - one of only a handful of countries in this position. We've had single digit inflation since 1993 - following 20 years of double-digit inflation.
  - Mortgage rates are at their lowest level since 1988.
  - South Africa is one of only 12 countries, where we can drink water from a tap. Our tap water was found to be the 3rd best quality in the entire world.
  - Remember 15 years ago, in 1986: A state of emergency was declared White men did two years compulsory military service \* 64 184 black people were removed from "white areas" \* 3989 people were detained without trial \* Our economic growth rate was 0.7 percent - today it is 3% \* 64 countries had sports boycotts against SA!!

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by Guy Lundy of Dimension Data Business Solutions



## Proudly South African



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- South African wines win international awards every year and we have the longest wine route in the world.
- Nelson Mandela, an international icon of forgiveness, tolerance, and humanity is OUR favourite son.
- The Kruger Park has the most innovative management of a national park anywhere in the world - and is the world's most profitable game park.
- Eskom is the largest producer of coal-fired electricity in the world and South Africans pay the least for electricity in the world.
- South African Breweries is the 4th largest brewer in the world and produces over 50% of China's beer!
- Mercedes Benz C Class, BMW 3 Series and VW Golf/Jetta vehicles for all right-hand drive markets throughout the world are produced in South Africa.
- The Cape Peninsula has more species of plants per hectare than any other area of the world.
- Magnificent highways, warm, friendly, vibrant rainbow people! The world's most progressive Constitution Kreepy Kraulies - a South African invention - Mrs Ball's chutney and biltong. The world's best looking population.

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## Program

### **Aligning IT Talent Strategy with**

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- **Competency Management Workshop**
- **Feedback**
- **What's Happening out There?**
- **Workshop Discussion**
- **Summary**
- **Useful Information**
- **Snacks and Networking**





## Competency Workshop Feedback

### *Aligning IT Talent Strategy with*

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- Comprehensive “Competency Framework” for IT
  - 93 IT Competencies
  - 78 Non-IT Competencies
- Next Step: Assessment Criteria
  - Four Levels
    - Aware of
    - Familiar with
    - Proficient in
    - Expert in



## Sample IT Competencies

Family	Competency	Competency Description
Systems Management	Business Continuity Planning	A methodology used to create a plan for how an organisation will resume partially or completely interrupted critical function(s) within a predetermined time after a disaster or disruption including methods and techniques for risk management, business impact analysis, countermeasures and contingency arrangements relating to the serious disruption of ICT services. E.g.: fallback location/services, mobile back-up, diversity.
Systems Management	Business Intelligence (BI)	Business intelligence (BI) is a broad category of application programs and technologies for gathering, storing, analysing, and providing access to data to help enterprise users make better business decisions. BI applications include the activities of decision support, query and reporting, online analytical processing (OLAP), statistical analysis, forecasting, and data mining.
Systems Management	Information Modelling Tools	Tools and techniques (manual or automated) that can be used to document an understanding of the structure, relationships and use of information within an organisation. E.g.: information usage model, entity model, class diagram, relational data model, data flow model.
Applications Development	Application Development Methods, Techniques and Standards	Organised and documented sets of techniques, intended to facilitate the structured development of applications. E.g.: SSADM, DSDM, Objectory/UML.
Applications Development	Application Development Tools	Software tools that automate or assist part of the development process. E.g.: Oracle Developer 2000, Business Objects, Select.
Applications Development	Application Implementation	Tools, techniques and procedures for the successful implementation of Application Software. E.g.: SDLC guidelines.
Applications Development	Application Systems	The application of automated systems to the support of specific business functions or processes. E.g.: Business Systems, Messaging and Groupware, Content Management Systems, Enterprise Resource Planning
Applications Development	Applications Security	The controls that are included within systems and applications software and the steps used in their development

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## Sample Non-IT Competencies

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Competency	Competency Description
Budgets	Principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost-effectiveness.
Business Characteristics	The functional structure of businesses and other organisations; their mission, objectives, strategies and critical success factors.
Business Environment	The business environment relating to own sphere of work (own organisation and/or closely associated organisations, such as customers, suppliers, partners), in particular those aspects of the business that the specialism is to support (i.e. localised organisational awareness from a technical perspective).
Business Process Management	A systematic approach to reviewing and improving business processes
Business Processes	Sets of coordinated tasks and activities, conducted by both people and equipment, that will lead to accomplishing a specific organisational goal.
Capital Budgeting Techniques	The techniques used in the process of planning expenditures on assets whose cash flows are expected to extend beyond one year. E.g: DCF, NPV, IRR, Payback.
Change Management	The management of the process of implementing major changes in IT, business processes, organisational structures, and job assignments to reduce the risks and costs of change, and to optimise its benefits, focussing on the issues of managing the resistance and discomfort experienced by people in an organisation when new processes or technology are introduced.
Coaching	The process of assisting individuals to set goals then support the execution of the goals through establishing strategy and providing feedback, insight and guidance to enable the individual to reach their fullest potential.



## Competency Management

- ▶ **Foundation** for nearly all workforce development initiatives.
- ▶ Defining competency models for your organization, assessing skill levels through skill assessments and then analyzing gaps **provides the essential information** for strategic planning for training, staffing, performance management, and succession planning.
- ▶ With a solid competency model to define and integrate all workforce planning and management, an organization can tackle numerous initiatives such as:
  - Succession Planning
  - Targeted Training Initiatives
  - Total Quality Management
  - Certifications
  - Re-organisation
  - Staffing
  - Career Development
  - Project Team Building
  - Performance Management

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## Subject

### **Aligning IT Talent Strategy with Organisational Strategy**

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# Improve IT Staff Attraction and Retention

“In the end, all business operations can be reduced to three words: people, product and profits. Unless you’re a good team, you can’t do much with the other two.”

Lee Iacocca

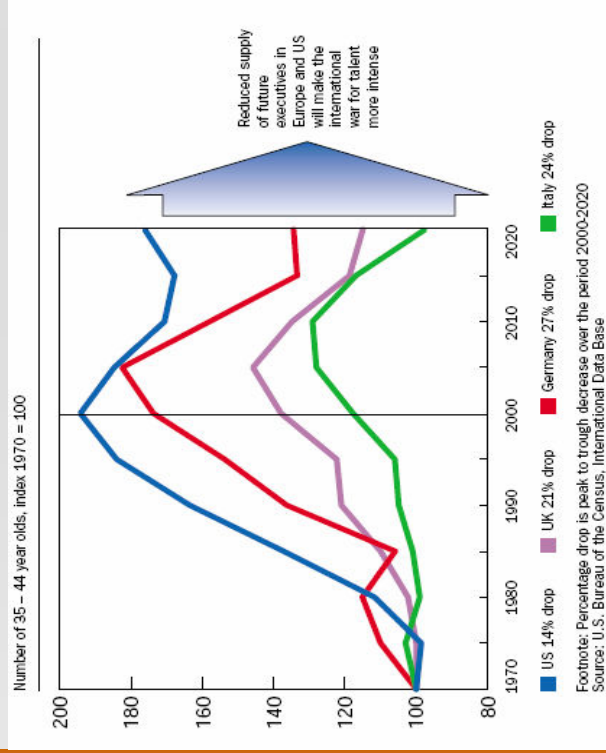


## What's Happening Out There?

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- Retirement of “baby-boomers”
- Negative population growth rates
- Fewer university graduates
- US 500 largest companies – lose 50% senior management by 2012
- Lack of employee trust
- 83% searching for jobs in next 2-3 years
- Fierce competition for next two decades
- Reduction of EU economic growth by 3%



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## Impact on IT Industry

### *Aligning IT Talent Strategy with Organisational Strategy*

- **US shortage of 300000 IT people** (Source: US Bureau of Labor Statistics)
- **Europe shortage of 3.8 million people** (Source: Center for Effective Organizations 2001)
- **Growing shortage of experienced IT professionals**
- **Declining student enrolments – GLOBAL!**

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## Impact on South Africa

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- US twice raised the annual immigration quotas for IT people
- Emigration is already on the increase
  - Management = 0% (2005) – 17% (2006)
  - Systems Development = 5% (2005) – 6% (2006)
  - Operations = 14% (2005) – 30% (2006)
  - Support = 8% (2005) – 18% (2006)
- Source: 2005/2006 P-ECS IT Salary Survey
- Growing shortage of high level skills
- Growing shortage of experience
- Inability to achieve required economic growth rates





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## Impact on Business

### *Aligning IT Talent Strategy with Organisational Strategy*

- Increased competition for scarce skills and experience
- Higher compensation packages
- Higher cost of recruitment
- Higher cost of staff turnover
- Inability of IT to deliver its organisation strategy

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## Impact on Talent Management

- Higher Expectations – more than a “job”
  - Development and Advancement
  - Flexibility
  - Work fewer hours
- Family Demands
  - Child Care
  - Elder Care
- Work Ethic
  - Weak skills
  - Poor work “ethic”

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## Impact on Organisational Talent

- **Diverse Workforce**
  - More people of difference ages, cultures, and sex than ever before
    - Matures (born 1930 – 1945)
    - “Baby-Boomers” (born 1946 – 1964)
    - Gen Xs (born 1961 – 1981)
    - Gen Ys (born 1975 – 1994)
  - **Workplace diversity**
    - Needs differences
    - Goals differences
    - Attitudinal differences
    - Financial differences
  - “One-size-fits-all” HR policies and procedures no longer appropriate

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## Impact on “Bottom Line”

### *Aligning IT Talent Strategy with Organisational Strategy*

- **Employees with above average attitude towards their work** (Source: Gallup)
  - 38% higher customer satisfaction
  - 22% higher productivity
  - 27% higher profits

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## Research – Center for Effective Organizations

- 4500 Knowledge Workers and Managers
- 3 Questions:
  - How can companies compete in highly competitive global labour market?
  - What strategies are needed to attract, develop, motivate and retain key skills?
  - What new approaches for increasingly mobile, well-networked labour force?

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- **Retention:**
  - “the desire of employees to remain with the company”
- **Commitment:**
  - “the emotional commitment of the employee to the success of the company”





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## Research – Center for Effective Organizations

- Job “qualities”
  - Adequate Development Opportunities
  - Career Advancement
  - Financial Rewards
  - Influence/autonomy
  - Innovation and Risk
  - Job Security
  - Opportunity for Career Self-Management
  - Pay-for-Individual-Performance
  - Pay-for-Organisational-Performance
  - Professional Satisfaction
  - Strategic Clarity
  - Work/life Balance

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Differences By Career Stage		
What Employees SAY is important?		
Early Career	Mid-career	Late Career
<ul style="list-style-type: none"> <li>▪ Work/life Balance</li> <li>▪ Financial Rewards</li> <li>▪ Job Security</li> <li>▪ Professional Satisfaction</li> <li>▪ Career Advancement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional satisfaction</li> </ul>
Actual Drivers of Retention		
Early Career	Mid-career	Late Career
<ul style="list-style-type: none"> <li>▪ Career Advancement</li> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Pay-for-Individual-Performance</li> <li>▪ Innovation and Risk</li> </ul>	<ul style="list-style-type: none"> <li>▪ Career advancement</li> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Innovation and Risk</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Job Security</li> <li>▪ Career Advancement</li> <li>▪ Innovation and risk</li> </ul>
Actual Drivers of Commitment		
Early Career	Mid-career	Late Career
<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Strategic Clarity</li> <li>▪ Adequate Development Opportunities</li> <li>▪ Innovation and Risk</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Strategic Clarity</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> <li>▪ Innovation and Risk</li> <li>▪ Opportunity for Career Self-Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Innovation and Risk</li> <li>▪ Influence/autonomy</li> <li>▪ Adequate Development Opportunities</li> <li>▪ Strategic Clarity</li> <li>▪ Opportunity for Career Self-Management</li> </ul>



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Differences By Gender	
What Employees SAY is important?	
Men	Women
<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>
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Differences By Gender – Mid-Career	
What Employees SAY is important?	
Men	Women
<ul style="list-style-type: none"> <li>▪ Work/life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Career Advancement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>
Actual Drivers of Retention	
Men	Women
<ul style="list-style-type: none"> <li>▪ Career Advancement</li> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Pay-for-Individual-Performance</li> <li>▪ Innovation and Risk</li> </ul>	<ul style="list-style-type: none"> <li>▪ No significant drivers</li> </ul>
Actual Drivers of Commitment	
Men	Women
<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Influence/autonomy</li> <li>▪ Strategic Clarity</li> <li>▪ Innovation and Risk</li> <li>▪ Professional Satisfaction</li> <li>▪ Job Security</li> <li>▪ Opportunity for Career Self-Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Adequate Development Opportunities</li> <li>▪ Strategic Clarity</li> <li>▪ Opportunity for Career Self-Management</li> <li>▪ Work/life Balance</li> </ul>



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## Employee “Engagement”

- **Behaviours of “engaged” employees**
  - Belief in the organisation
  - Desire to work to make things better
  - Understanding of business context and the ‘bigger picture’
  - Respectful of, and helpful to, colleagues
  - Willingness to ‘go the extra mile’
  - Keeping up to date with developments in the field

**“Engaged Employees’ are emotionally connected to the organization and cognitively vigilant”**

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## Employee “Engagement”

- **Gallup Survey**
  - 29% actively engaged in their jobs
  - 54% not engaged in their jobs
  - 17% actively disengaged from their jobs
- **Disengaged Employees**
  - Miss an average of 3.5 more days per year
  - Are less productive
  - Cost the US economy +/- \$300 billion per year (Financial News, March 2001)

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## Dis-/Unengaged Employees

- Want to be TOLD what to do
  - Concentrate on “tasks”, rather than goals and outcomes
  - Know when they are “finished”
  - Someone else to “blame” when things go wrong
- Don't have productive relationship with management and colleagues
  - Feel that contributions being overlooked
  - Feel that potential not being tapped
- Do the least amount of work possible
  - “Lower the bar” for themselves
- Sow seeds of negativity
  - Mistrust and don't respect management
  - Undermine the work of others
  - Repeatedly refuse engagement opportunities
- Damage functioning of organisation

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## So ... Where to from Here?

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- “Things” must change!
- Starting points
  - Leadership
  - Strategy
- Leadership
  - Talent Strategy is a strategic corporate focus!
- Strategy
  - Performance Improvement Model



## Leadership

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- **Human Capital** = The sum total of all knowledge, experience, and *performance capability* an organisation possesses that can be applied to create wealth

- **It DOES impact on bottom line**
  - Disengaged employees – 28% less revenue
  - Not engaged – 23% less revenue
  - Employee engagement **DRIVES** results
  - Source: New Century Financial Corporation

**“Leadership is not magnetic personality—that can just as well be a glib tongue. It is not ‘making friends and influencing people’—that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.”**

Peter F. Drucker





## Leadership Responsibilities

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- **Direction:**
  - How the organisation carries out its mission and progressively moves towards a destination
- **Purpose:**
  - Establishing personal fulfillment and meaning in the organisation's vision, mission, and goals
- **Alignment:**
  - Relationship between individuals' attitudes, drives, dreams, goals, and abilities and the needs of the organisation

Source: "Here Today, Here Tomorrow" Gregory P Smith



# Leadership Competencies

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### Organisational Strategy

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## Competencies Managers Need Today

Leadership	Management
<ul style="list-style-type: none"> <li>▪ Strategic vision</li> <li>▪ Provide purpose and values</li> <li>▪ Lead by example</li> <li>▪ Create change</li> <li>▪ Innovation</li> <li>▪ Create a charged work environment</li> <li>▪ Communication skills</li> <li>▪ Ability to remove barriers and obstacles</li> <li>▪ Ability to unlearn</li> <li>▪ Sense of humour</li> </ul>	<ul style="list-style-type: none"> <li>▪ Team orientation</li> <li>▪ Flexibility</li> <li>▪ Intuition</li> <li>▪ Ability to “teach” others</li> <li>▪ Enthusiasm</li> <li>▪ Problem-solving</li> <li>▪ Tactical vision</li> <li>▪ Ability to learn quickly</li> <li>▪ Manage change</li> <li>▪ Manage and sell ideas</li> </ul>

Source: “Here Today, Here Tomorrow”



## Strategy

- Analysis
  - Perception Analysis
  - Strategic Alignment Analysis
  - Performance Analysis
    - Organisational Systems
    - Management Systems
    - Physical and Technical Systems
    - Human and Social Systems
  - Intervention Analysis and Selection
  - Feasibility Analysis
- Design
- Develop
- Implement
- Evaluate

### Aligning IT Talent Strategy with Organisational Strategy

- Performance Improvement
- Organisation Design
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## Talent Strategy

### *Aligning IT Talent Strategy with*

### *Organisational Strategy*

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- **Organisational Strategy, Goals and Activities**
  - Mission, Purpose, Values
  - Goals, Objectives, Projects
- **Organisational Structure and Roles**
  - Functional
  - Product
  - Customer
  - Geographic
  - Mixed
  - Meet organisation and career management needs
- **Performance Management**
  - BSC
  - Aligned with organisational goals and objectives
- **Competency Management**
  - Competency “Inventory”
  - Identify “mission critical” competencies



## **Aligning IT Talent Strategy with**

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# Talent Strategy

- **Strategic Workforce Planning**
  - Next 12 months, and next 5 years
  - Identify problem areas
- **Staffing and Acquisition Strategy**
  - Recruitment and Selection
  - Engagement and Retention
  - Sourcing (permanent, contract, temporary, outsource)
- **Learning and Development Strategy**
  - Individual Development Plans
  - Development “programs” (leadership, role specific, technology specific)
- **Career Management Strategy**
  - Career Paths (management, technical, cross-functional)
  - Coaching and Mentoring
- **Compensation Strategy**
  - “Fair”, competitive basic remuneration
  - Organisational-performance incentive bonus
  - Strategic alignment performance incentive bonus
- **Benefits Strategy**
  - By Age, Gender, Culture
  - Flexibility, Versatility

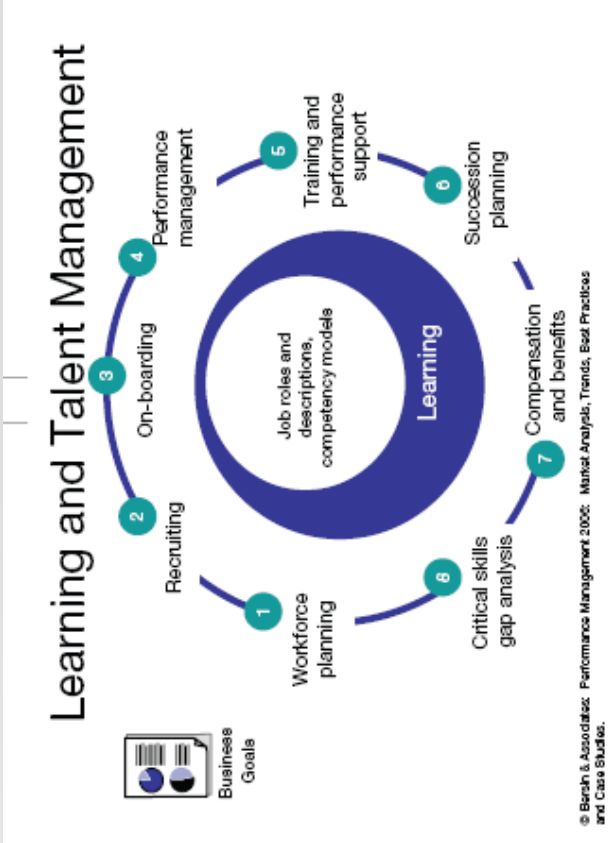


# Scope IT Staff Retention

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- Alignment with organisational strategy
- Flow
- Alignment between elements
- Flexibility
- Frequency of Review





## What do IT employees Want?

- **Strategic Clarity**
  - Understand the “big picture” and how it influences their work and growth
  - Understand the organisation’s expectations
- **Adequate Development Opportunities**
  - Development opportunities – Training, Workshops, Seminars
  - Tuition reimbursement
  - Performance feedback and coaching / mentoring
- **Career Advancement**
  - Opportunities for growth
  - Research and Development opportunities
- **Financial Rewards**
  - Fair remuneration
  - Pay for “team” success
  - Pay for organisational success

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## What do IT employees Want?

- **Work/life Balance**
  - Solid working relationships
  - Family and team-oriented environment
  - Sabbaticals
  - Flexible work days / work hours
  - Telecommuting
- **Influence/autonomy**
  - Involvement in decision-making processes
- **Opportunity for Career Self-Management**
  - “Room” to do their job
- **Professional Satisfaction**
  - Appreciation for their ideas and suggestions
  - Challenge with responsibility
  - Challenging work

### *Aligning IT Talent Strategy with Organisational Strategy*

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## Drivers of Business Value (\*)

- **Performance Management**
  - More than Performance Appraisal
  - All processes that align, coach, assess and develop people
  - Central to success of Talent Management
- **Coaching**
  - Internal and/or External
- **Competency Management**
  - Job Descriptions
  - Competency definitions
  - Assessment of what drives performance and potential
- **Sourcing and Recruiting**
  - Identify “critical” jobs – most impact on achieving goals
  - Assess skills and identify gaps in these roles
  - Forecast requirement for skills in the future
- **Learning and Development**
  - Function-driven programs
  - Blended learning (collaboration, learning on demand, assessment, simulations)

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## Workshop Discussion

### Aligning IT Talent Strategy with Organisational Strategy

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- | ● We:  | Yes  | No   |
|--|--|--|
| <ul style="list-style-type: none"> <li>– identify jobs with highest turnover and investigate why.</li> <li>– Conduct post-exit interviews 30 to 90 days after exit to establish REAL reasons for leaving</li> <li>– Hold managers accountable for department turnover</li> <li>– Reward managers for high retention</li> <li>– Have good orientation programs for new recruits</li> <li>– Go out of our way to communicate with employees</li> </ul> | <ul style="list-style-type: none"> <li>–</li> <li>–</li> <li>–</li> <li>–</li> <li>–</li> <li>–</li> </ul> | <ul style="list-style-type: none"> <li>–</li> <li>–</li> <li>–</li> <li>–</li> <li>–</li> <li>–</li> </ul> |

**More than 2 No's –  
you need to get serious about retention!**



## Workshop Discussion

### *Aligning IT Talent Strategy with Organisational Strategy*

- Participants all agreed - problems sourcing and retaining good IT skills
- Skills “poaching” a problem, especially BEE talent
- Some have tried different strategies, others battling with “corporate” policies
- The Gen Ys are VERY different to Baby-boomers and Gen Xs, they want:
  - Technology gadgets and gizmos
  - Shopping vouchers
- Some working with SETAs, mainly at “entry” level – problems with “growing” people within the organisation
- CSSA is introducing a “Professional” qualification later in 2007 – watch out for this. Could be used as “internship” with SETAs.

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## What Companies Should Do!

- Talent mindset at ALL levels
- Create an Employee Value Proposition (EVP)
- Recruit great talent CONTINUOUSLY
- Grow great leaders
- Differentiate and Affirm
  - Top performers
  - Low performers

**Aligning  
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Strategy  
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## Talent Mindset Maturity

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	Yes	No
• Superior talent at all levels is single most important <u>way to win</u> in future	—	—
• Talent Management has <u>same or more attention</u> as budgets or operations issues	—	—
• <u>Spend 30%-40%</u> time on strengthening talent pool	—	—
• <u>Management is responsible</u> for strengthening respective talent pools	—	—
• <u>EVP</u> attracts talented people to the organisation – and keeps them	—	—
• <u>Culture</u> of candid feedback and helpful coaching	—	—
• <u>Aggressive recruitment</u> at all levels	—	—
• <u>Award top performers</u> with highly developmental job experiences, differentiated compensation, mentoring.	—	—
• Development plans for <u>core performers</u>	—	—
• <u>Talent Review process</u> throughout organisation	—	—
• Take <u>“concrete” actions</u> – promotions ↔ forced attrition	—	—
• Believe strengthening talent pool creates huge impact – <u>take courageous actions</u> to do so.	—	—

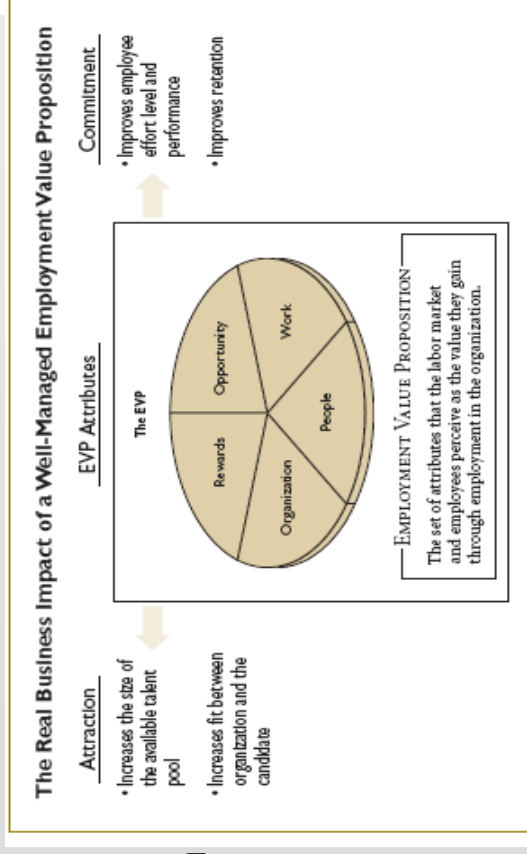
## Employment Value Proposition

- EVP = the sum of everything the people in the company experience and receive while they are a part of the organisation.
- The balance between what an employee receives in return for their performance on the job.
- The organisation's "brand".
- The "promise" that the company makes to fulfill the needs, expectations and dreams of its employees.
- Different attitude to employer/employee relationship
- Differs within roles and areas.

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# Employment Value Proposition

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	The Old Way	The New Way
<b>Talent Mindset</b>	Having good people of one of many important performance levers	Having the right talent throughout the organisation is critical source of competitive advantage
<b>EVP</b>	HR is responsible for people management: recruiting, compensation, performance review, succession planning	Every manager is responsible and accountable for attracting, developing, exciting, and retaining talented people.
	We expect people to pay their dues and work their way up the line to get top jobs and big money	We think of our people as volunteers and know we have to try to deliver on their dreams to keep them
	We have a strong value proposition that attracts customers	We have a distinctive EVP that attracts and retains talented people





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# Employment Value Proposition

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	The Old Way	The New Way
<b>Recruiting</b>	Is like purchasing: it's about picking the best from a long line of candidates	Recruiting is more like marketing and selling: it's a key responsibility of all managers.
<b>Growing leaders</b>	We hire at entry levels only	We hire at all levers and look for talent in every field
	Development is training	Development happens through a series of challenging job experience and candid, helpful coaching
<b>Differentiation</b>	Development happens when you are fortunate enough to get a really good boss	Development is crucial to performance and retention ... and it can be institutionalised.
	Differentiation undermines teamwork	We award top performers with opportunities and recognition. We develop and nurture core performers to raise their game, or we move them out (or aside).



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# Employment Value Proposition

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What You Can Expect from Us	What We Expect from You
<ul style="list-style-type: none"> <li>• A faith-based organization with a worthy mission and a proud tradition</li> <li>• A challenging and stimulating work environment centered around meaningful work with timely open and honest communication</li> <li>• A collaborative team environment and empowered employees valued for their entrepreneurial spirit</li> <li>• Improvement in technology and processes through the continuous assessment of products and utilization of Six Sigma - A national leader in Six Sigma training and education</li> <li>• Salary, rewards, benefits and education based on individual merit and performance</li> <li>• A proactive and supportive administration that encourages a culture of mutual respect and development of skills that employees can use throughout their career</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged employees with a positive "can do" entrepreneurial spirit</li> <li>• Employees supportive of continuous improvement who embrace and understand a culture that utilizes Six Sigma as the "way we work"</li> <li>• Team players willing to change, adapt, be accountable and take ownership in order to enhance services</li> <li>• Individuals with skills, knowledge, experience and a willingness to share them with others</li> <li>• Exceptional judgment and the ability to treat all people, patients, visitors, co-workers, with respect and dignity consistent with "Follow the Golden Rule"</li> <li>• Employees willing to exceed job expectations, learn new technologies and understand and support the mission, vision, values and strategic initiatives of the organization</li> </ul>



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## **Organisational Effectiveness + Employee Satisfaction**

- **A clear, compelling and well-communicated strategy**
- **An innovative environment that is low in bureaucracy**
- **Challenging work assignments that enable employees to grow their capabilities**
- **Rewards based, in part, on how well the organisation performs.**

### **Aligning IT Talent Strategy with Organisational Strategy**

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## 10 Steps to Successful Talent Strategy

### *Aligning IT Talent Strategy with Organisational Strategy*

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- Create and communicate a clear and compelling strategy and vision for the company
- Identify the core capabilities needed to excel at this strategy and continuously improve performance (acquire – develop)
- Seek the best sources of these skills – globally – and offer opportunities to advance and contribute
- Understand the factors that are most important in attracting, retaining, and engaging individuals with these key capabilities
- Recognise that different groups of employees want different things from work, and that priorities are likely to shift as they get older



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## 10 Steps to Successful Talent Strategy

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- Create multiple career paths (technical, rotational, new internal ventures, etc.)
- Create individual development opportunities to build the capabilities that create maximum value for employees and the company
- Hold employees and management accountable for meeting development objectives and sharing the knowledge they gain with the organisation
- Tie rewards and recognition to organisational and team performance and enhancement of skills
- Seek opportunities to rapidly enhance the company's talent through strategic acquisitions, recognising that they need to be managed differently to "traditional" acquisitions



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## 8 Elements of High-Retention Companies

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1. Clear sense of direction and purpose
2. “Caring” management – Leadership!!
3. Flexible benefits – adapted to individual needs
4. Open communication
5. Charged work environment
6. Performance management
7. Reward and recognition
8. Training and development

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## Roadmap to Employee Engagement

### *Aligning IT Talent Strategy with*

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### ● Enhance Leadership

- Have a vision
- Communicate clearly and persuasively
- Be consistent in achieving the vision

### ● Protect Reputation

**Effective Communication > Engaged  
Employees > Loyal Customer >  
Improved Profitability**

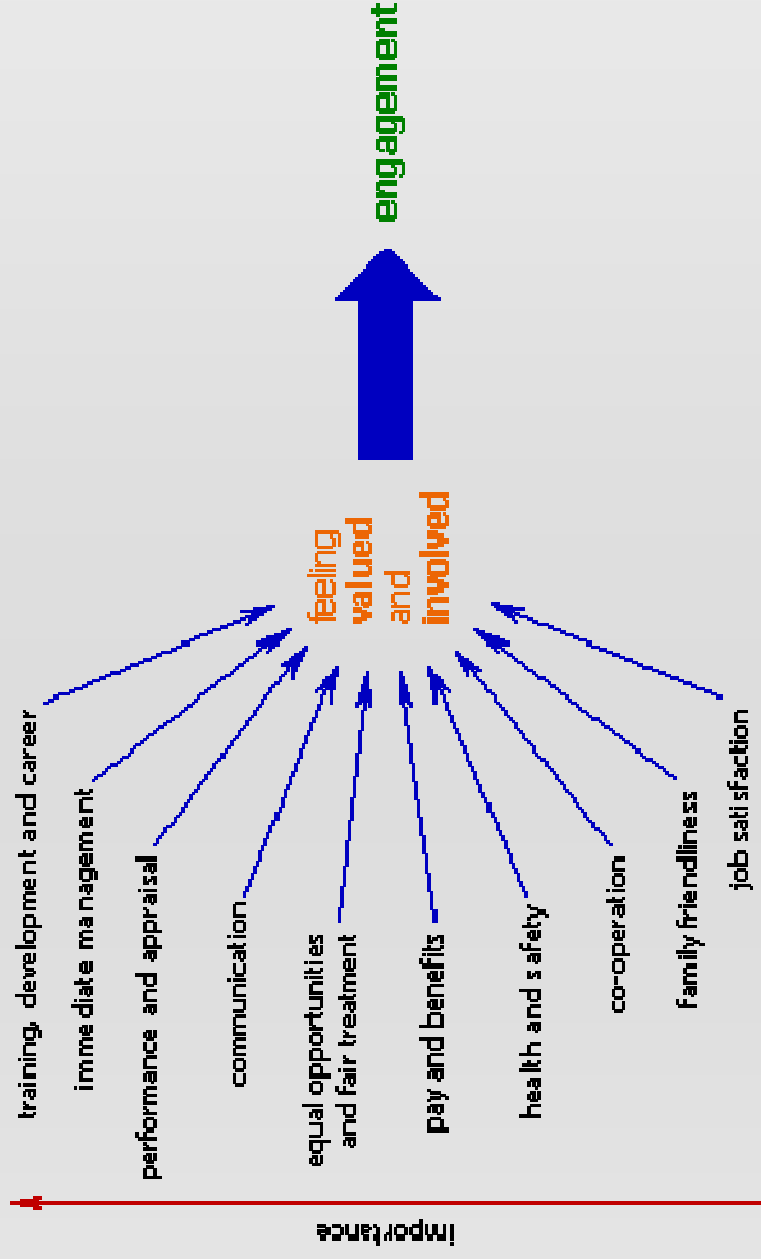


# IES Diagnostic Tool

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## 10 C's of Employee Engagement

- **Connect** – If employee relationship with manager is not good – nothing else will matter!
- **Career** – Provide challenging and meaningful work with opportunities for career advancement
- **Clarity** – Communicate a clear vision, goals and objectives
- **Convey** – Establish processes and procedures that help and provide feedback on performance
- **Congratulate** – Acknowledge, acknowledge, acknowledge

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## 10 C's of Employee Engagement

- **Contribute** – Enable employees to feel involved and valued
- **Control** – Create opportunities for influence, autonomy and self-management
- **Collaborate** - Build a strong team culture
- **Credibility** – Ensure management maintains company's reputation and demonstrates high ethical standards
- **Confidence** – Create confidence in the company by example and high performance credibility and standards

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# Measuring Employee Engagement

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Basic Job	I know what is expected of me in my job
	I have the materials and equipment I need to do my job well
	My manager is fair
	My manager values me as much as he or she values our customers
	Promotions are handled fairly
	People in my work group are protected from health and safety issues
	I am aware of career opportunities in our company that are appropriate to my interests and abilities
	My manager helps me with my development needs and career progress
	My manager actively listens to me and is open to my suggestions and concerns
	Our recognition system promotes both individual and team performance
Growth and Development	My work gives me a feeling of personal accomplishment
	I understand my company's long-term goals and priorities
	I would recommend my company as one of the best places to work
Organisational Commitment	When management tells us they will do something, they do it
	Senior management gives employees a clear picture of the direction in which the company is headed
	There is co-operation between my work group and other work groups in the company



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## Implementing a High-Retention Workplace

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### 1. Hold People Accountable

- Supervisors accountable for department
- HR accountable for supervisor training

### 2. Assess the Organisation

- Regular, informal by supervisor
- Twice-yearly, formal, written

### 3. Measure what is Important!

- Performance
- Engagement
- Turnover

“Here today, here tomorrow”. Greg Smith





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## Implementing a High-Retention Workplace

4. Increase employee Ownership and Involvement
  - Participation and sharing
5. Build Relationships and Create a Positive First Impression
  - Begins in the first week of employ
  - Preparation
  - Orientation
  - Introduction
6. Devise Intervention Strategies
  - No Surprises!
  - Limit counteroffers (32% leave within 6 months)
  - Keep the door open
  - Postmortem

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## Parting Thought

### **Aligning IT Talent Strategy with Organisational Strategy**

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“Great organizations achieve sustainable growth and profits because they do what other organizations don’t: *they maximize the innate, individual talents of their employees to connect with customers.*”

They know that tapping the resources of humans is the only remaining area where significant improvements can-- and do--lead to an unlimited source of competitive advantages.”

**Curt Coffman, Gabriel Gonzalez-Molina, in *Follow this Path 2002***



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## About TalentAlign.com

- **Alignment of IT Talent Strategy with Organisational Strategy**

- “Free to View”

- Articles

- Presentations

- Research

- Workshops

- **Revenue Generating**

- +120 Role Profiles

- IT Role Progression Matrix

- Competency Framework

- Competency Management System

- Consulting Services

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## Contact Details

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