

INFO~TECH
RESEARCH GROUP



2020 IT Talent Trend Report

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ITeffectivity

The war for talent is here...

and organizations are losing the battle

It's harder than ever to get and keep good talent in IT. With an unemployment rate of just **2.4%**,¹ IT is an employee's market. In critical areas like security, the situation is even more dire: the unemployment rate for cybersecurity professionals is **0%**.²

Automation, outsourcing, and emerging technologies like machine learning and blockchain are changing IT jobs and widening the skill gap further.

Employers must do more than ever to attract key talent, but there is always the threat of a better option for the job seeker. The table stakes have been raised in terms of the benefits, culture, and work-life balance options.

IT departments must find new ways to set themselves apart for the new generation of employees. IT leaders need to focus their attention on a key differentiator.

¹Bureau of Labor Statistics via CompTIA; ²Cybersecurity Ventures



Talent management is the way to win

People are IT's most important and expensive resource, but historically they have not been treated accordingly.

In the excitement surrounding new technological advances, it is easy for IT leaders to overemphasize the process and technology side of the iconic People-Process-Technology triangle. With new possibilities opened by emerging tech, we increasingly turn to technology and automation to streamline our processes, even when it comes to our people.



54%

of organizations are looking to automate the candidate engagement process.¹

Excessive automation is a mistake. We need to turn our attention to talent management, but more than that, we need to do it in a way that respects its human element.



93%

of employees want to work for an organization that "cares about them as an individual."²

¹Randstad, 2019; ²Cone Communications

Bring the human element back into talent management

In our *2019 CIO Trend Report*, Info-Tech introduced the concept of **leadership in the loop**: technological stewardship focusing on the human benefits of emerging technology.

It's time for IT leaders to step up as people stewards as well. This means bringing a lens focused on trust, resilience, and experience to their interactions with the people that make up the IT organization.

Experience

Your employees' overall impression of your organization, based on their day-to-day interactions with the company and its leadership.

Trust

Respect, honesty, and openness between the IT organization, its leadership, and its staff.

Resilience

Your organization's or employees' ability to recover from a difficult situation or prevent it from happening in the first place.

By following this framework, IT leaders can be sure that they consider and prioritize the human impact of their leadership, not just in implementing emerging technology, but also in the talent management processes of their department. Your people are your business, and more effective talent management means more effective IT.

This report will introduce you to

six key talent management trends in IT

Each trend:

- Is introduced with key questions you can ask yourself to see how your department fares in that area of talent management
- Is linked to a key human benefit: Experience, Trust, or Resilience
- Is based on statistics from a survey of your peers
- Includes recommendations for next steps and a key metric to track your success
- Lists Info-Tech resources that you, as a member, can leverage to begin your journey to improve talent management in your department



The 2020 IT Talent Trends

Human benefits



Experience

IT takes ownership of talent acquisition

Flexible work becomes fluid work



Trust

The age of radical transparency

People analytics *is* business analytics



Resilience

IT departments become their own universities

Offboarding: the missed opportunity

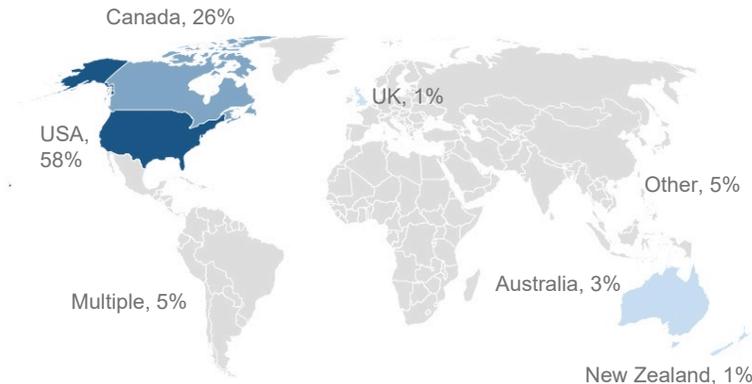
This report is based on organizations like yours

Unless otherwise indicated, all data in this report was collected from business professionals as part of the Info-Tech IT Talent Trends Survey.

Info-Tech member **Yes 50%** / **No 50%**

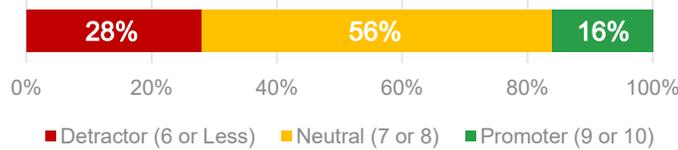
N=266

Location



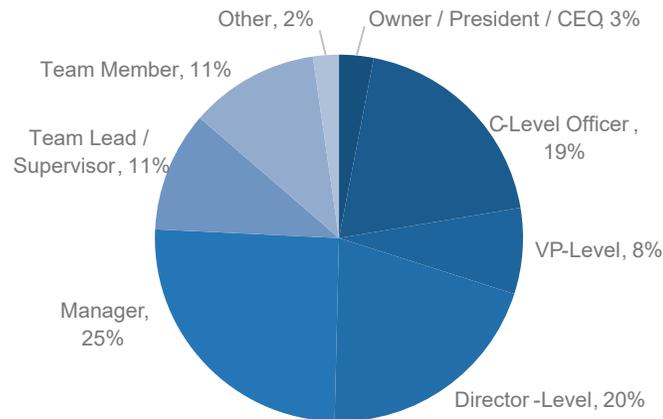
N=257

IT Department Overall Effectiveness



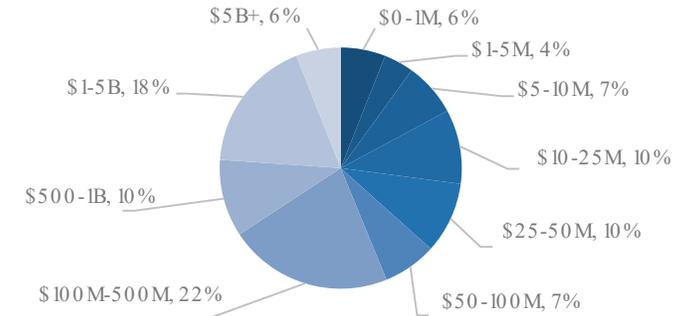
N=417

Respondent Role



N=264

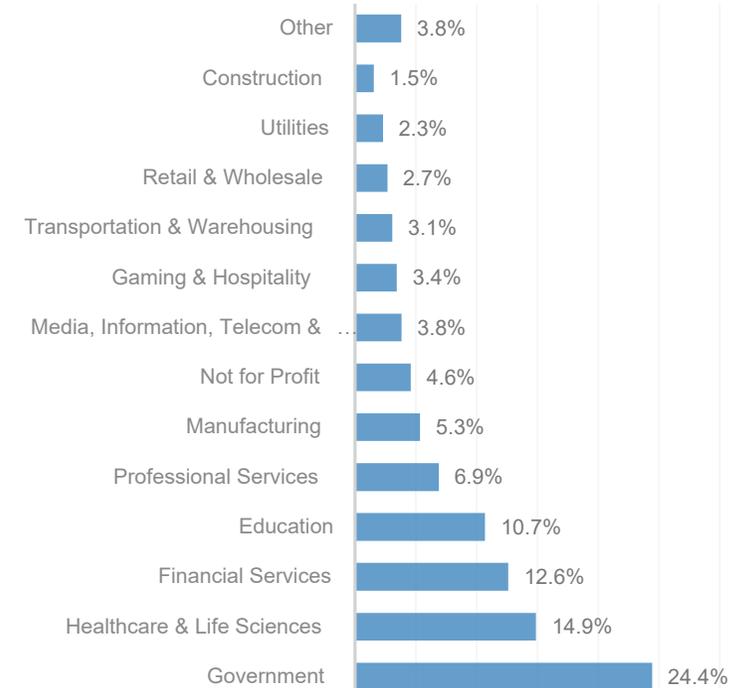
Annual Revenue (USD)



N=251

Industry

N=262





IT Takes Ownership of Talent Acquisition



IT takes ownership of talent acquisition

Historically, organizations have considered talent acquisition to be successful if they were able to fill vacant roles. But this is no longer enough: beyond simply filling seats, businesses need successful candidates who will excel in their roles. Ensuring proper candidate fit is critical in any department, but the talent shortage in IT has made this a crisis.

Can HR truly understand the needs of IT?

The problem with relying on your HR partner to solve your hiring troubles is that no one understands your needs better than you. And nothing communicates that the candidate is wanted more than a personal connection with the leadership team. CIOs are taking notice of this opportunity and stepping up by getting personally involved in talent acquisition.

By improving candidate **experience** through building personal connections, you can give your department an edge in securing top candidates for hard-to-fill roles.

Key questions to ask yourself:

- Do you have difficulty filling critical roles in your department?
- Are the candidates put forth by HR a poor fit with the true requirements of the job, or do they not stay long in their roles?
- Are social recruiting tools like talent pools, LinkedIn groups, and college connections absent from your recruitment strategy?

IT leaders are getting involved in talent acquisition

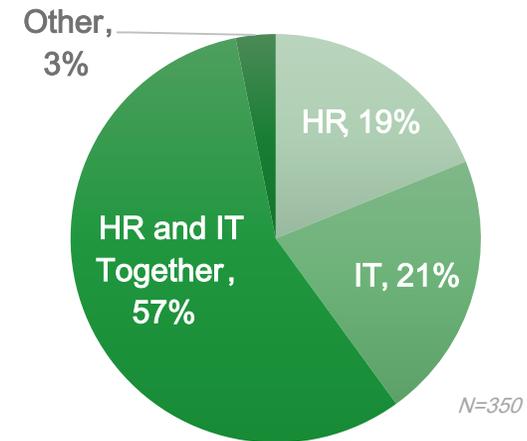
Heading into 2020, IT talent acquisition is a joint effort **57%** of respondents say talent acquisition for their IT department is owned jointly by HR and IT.

A further **21%** say IT alone owns the process. Talent acquisition is no longer solely HR's domain.

Senior IT leadership is actively involved in talent acquisition, more than any other talent lifecycle process, according to **51%** of respondents.

Not only are IT departments working more closely with HR to improve the talent acquisition process, but for more than half, senior IT leadership is taking a personal role.

Who owns talent acquisition for the IT department today?



How involved is senior IT leadership in the talent lifecycle for IT staff?



Talent acquisition is key to IT effectiveness

Talent acquisition is a strategic differentiator. With IT unemployment at record lows, employers are struggling to stay ahead of the competition.

Although leaders are starting to pay more attention to acquisition, it is still far from optimized for the majority of respondents: **58%** say their organization takes two months or longer to fill a vacant position in IT. That's two months of lost productivity and stress on the current staff having to shoulder the extra load. And this doesn't include the ramp-up time necessary once the employee is in the role.

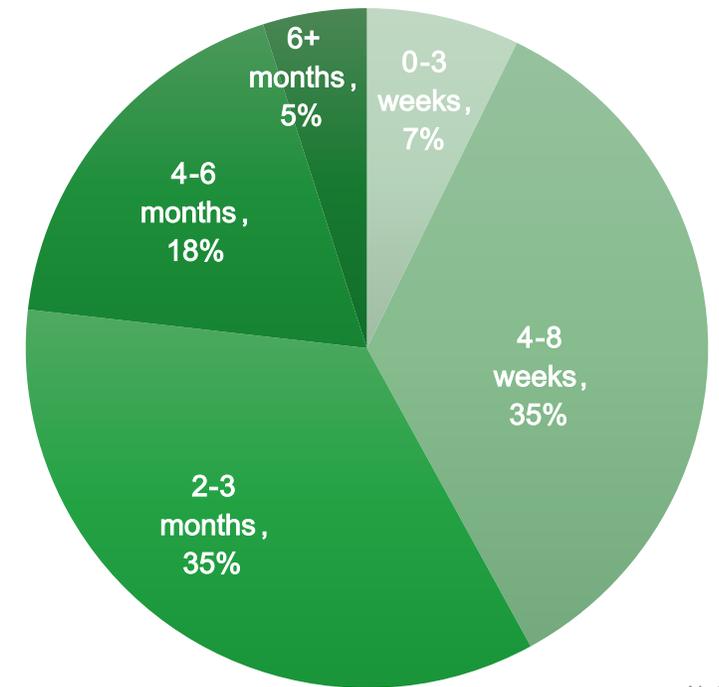
Worse, in a competitive hiring market, a slow hiring process doesn't just cost your department in lost productivity. It can cost you your best candidates. In a survey of non-executive IT employees, **2/3** indicated they would "lose interest in a job if there was no follow-up within two weeks of an interview."¹

Reducing your time to hire needs to be a strategic priority, and companies that manage to do this are reaping the benefits: There is a statistically significant relationship between time to fill vacant positions and overall IT department effectiveness. The shorter the time to fill a position, the higher the effectiveness.²



¹White, 2017; ²Info-Tech survey, N=339

On average, how long does it take to fill vacant positions in your IT department?



N=345

Personal involvement in talent acquisition is paying off

A personal connection is the differentiator when it comes to talent acquisition

There is a statistically significant relationship between IT leadership involvement in talent acquisition and the effectiveness of this process in the IT department. The more involved they are, the higher the effectiveness¹.



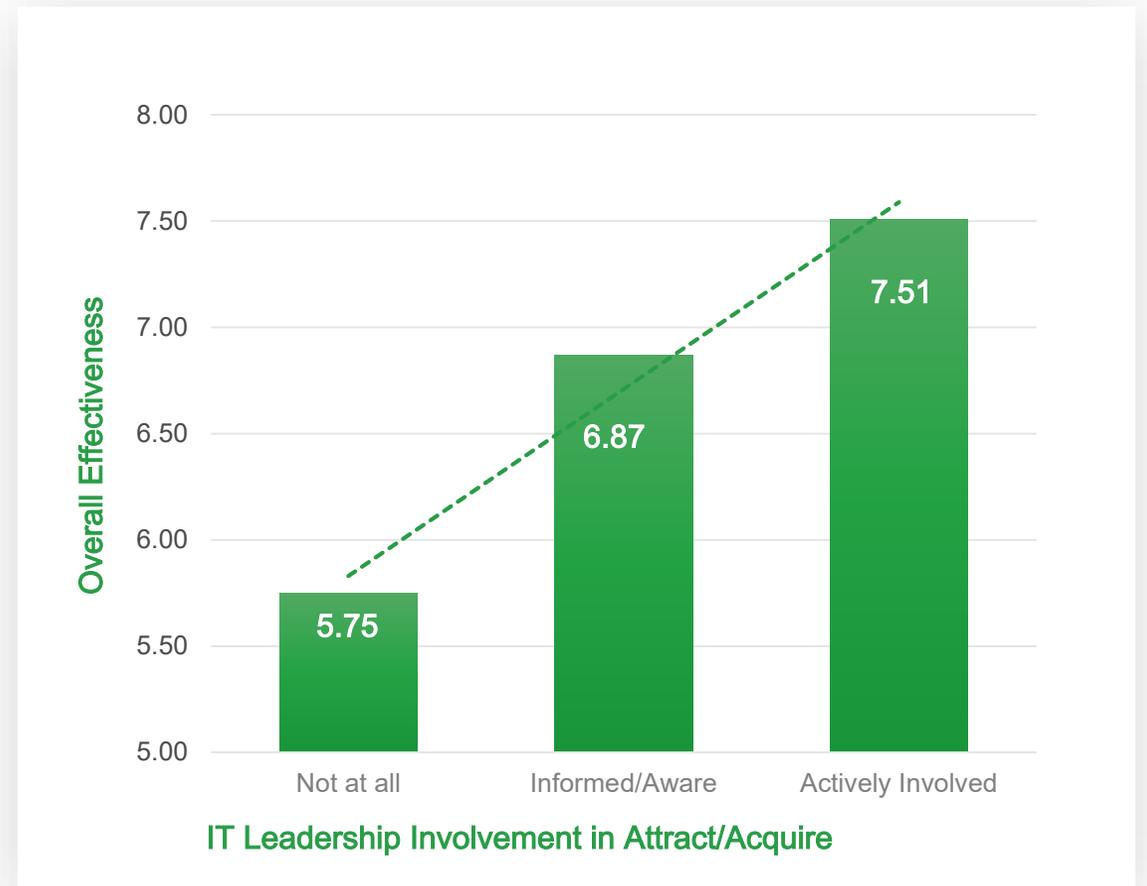
Involved leaders see shorter times to hire

There is a statistically significant relationship between IT leadership involvement in the talent acquisition process and time to fill vacant positions. The more involved they are, the shorter the time to hire².

Involved leaders are an integral part of effective IT departments

There is a statistically significant relationship between IT leadership involvement in talent acquisition and overall IT department effectiveness. Those that are more involved have higher levels of effectiveness³.

¹Info-Tech survey, N=306 ²Info-Tech survey, N=305 ³Info-Tech survey, N=306



Take ownership of your talent acquisition process

Key Takeaways

- HR can never understand the needs of IT as well as IT itself; you will always have better success by getting personally involved in the hiring process.
- More than half of IT departments report that senior IT leadership is taking a personal role in talent acquisition.
- Personal involvement pays off: IT leadership involvement in recruitment correlates with shorter time to hire and greater overall IT department effectiveness.

Info -Tech Resources

[Strategically Recruit and Retain More Women in IT](#)

The best practices in this blueprint can be applied to other candidate groups as well.

Recommendations

Choose from the following based on your department's maturity:

Early steps

- Actively work with HR to craft compelling job postings.
- Participate in the interview process and personally greet interviewees and new hires.

Intermediate

- Activate professional networks to reach passive candidates.
- Create an employee referral program and advertise it internally.

Advanced

- Liaise in person with colleges to connect with prospective candidates.
- Cultivate talent communities.

Key metric to track: Average time to hire in IT



Flexible Work Becomes Fluid Work



Flexible work becomes fluid work

Flexible work is often viewed as a perk. A reward for good behavior. The domain of contractors and staff in non-critical roles.

Heading into 2020, this cannot be farther from the truth. Flexible work options are becoming table stakes, with some countries even beginning to legislate them. Flexible work is increasingly factoring into employees' decisions about where to work, and IT leaders cannot afford to neglect this aspect of employee experience.

However, when it comes to flexible work, one size does not fit all. Employers must remain fluid in adjusting options and proactive in leveraging them to recruit and retain top talent.

Only by implementing flexible work in a fluid, adaptable way that seeks to truly understand and improve the work **experience** for both managers and staff can organizations do so sustainably and with the greatest return on investment.

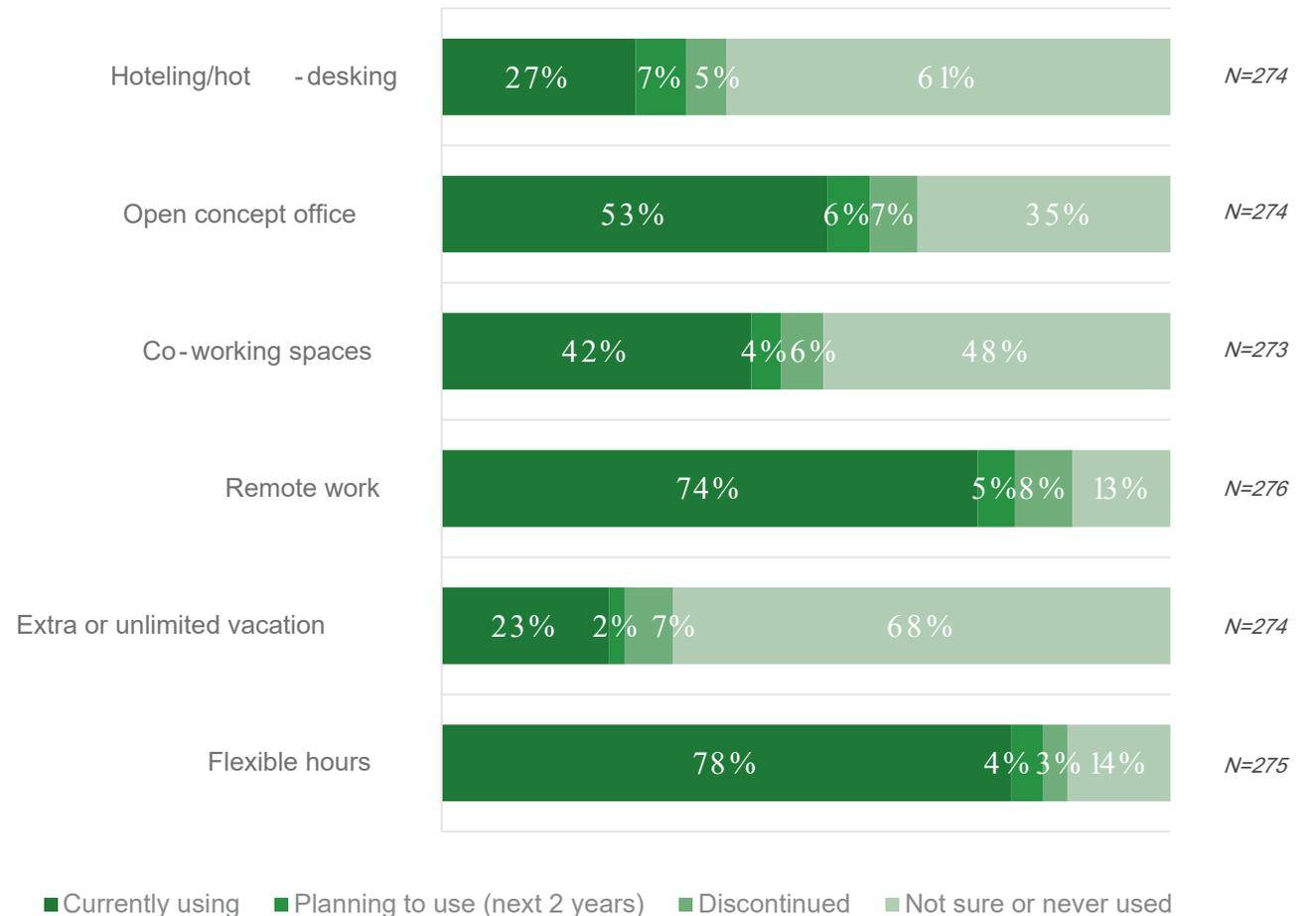
Key questions to ask yourself:

- Does your department currently offer flexible work options?
- Are your flexible work policies benefiting both managers and staff?
- Are you using flexible work as a key differentiator in your job postings?

Flexible work is table stakes

At least one flexible work option is offered by **94.4%** of employers. In particular, **78%** of IT departments offer flexible work hours, and **74%** offer remote working. Some countries are passing legislation requiring employers not to deny flexible work requests without a compelling business reason. These options are no longer a differentiator. To distinguish themselves, companies need to go beyond: consider other flexible work options, and tailor your policies to suit your organization's unique culture.

Which of the following best describe the flexible work options available in your IT department?

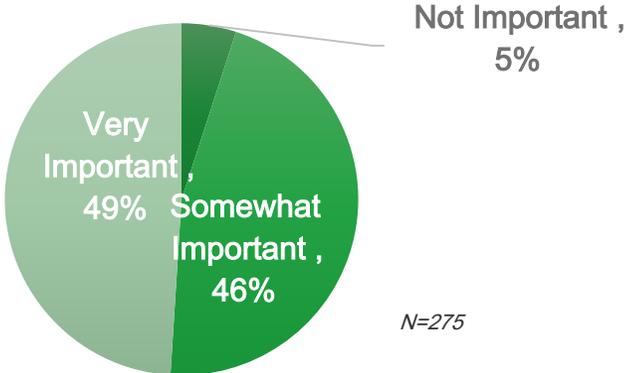


Flexible work is a missed opportunity for many

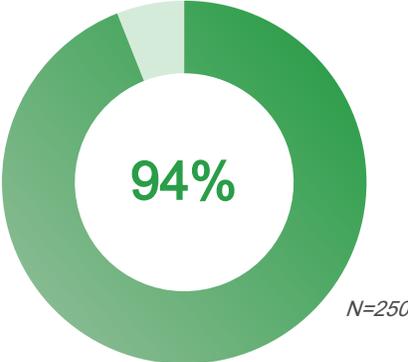
When it comes to flexible work, it pays to go beyond the minimum. Flexible options matter to employees: **95%** of employees consider flexible work options somewhat or very important in selecting an employer.

Yet only **35%** of IT departments advertise flexible work in their job postings – fewer than the number of companies that offer them! Employers are missing out on potential hires by simply not advertising a benefit they already offer.

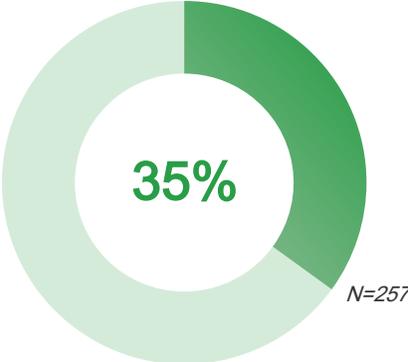
Flexible work options are considered to be somewhat or very important in selecting an employer by 95% of employees.



Organizations offering at least one flex option:



Organizations advertising flex option in job postings:



Flexible work becomes fluid

Flex work is not a one-and-done deal. Although **95.2%** of responding companies have at least one flex work option currently running or planned, a solid 20% have discontinued at least one flexible work policy in the past. Flexible work is here to stay – but it might need some adjusting to work within your department's changing needs and culture. For companies looking to refine their current flex work offerings, or add more flexible work arrangements to their roster, the key will be to **remain fluid about flexibility.**



Flexible work is more than the options you offer

Fluidity and adaptability aren't just about the options you offer. They are also about adjusting the way you work to your changing workforce. If organizations are not careful, they can fall prey to the tendency to view onsite workers as more present, and therefore, more valuable.

In a survey of flexible workers, Deloitte found that **30%** felt less important, **25%** felt they received fewer opportunities, and **25%** felt they had been passed up for promotion.¹

Implementing flexible work must be accompanied by a cultural shift.

- Adapt the way work is done by implementing telecollaboration technologies.
- Adjust your expectations regarding how work is to be completed (i.e. pay attention more to whether objectives are met while being open to new ways to reach them).
- Address biases regarding what a hard worker looks like.
- Ensure that performance is measured fairly and objectively, rather than by who is seen at their desk most often.
- Implement clear performance metrics that can be equally applied to remote workers and used to objectively approve or deny extra vacation requests.
- Ensure promotions are not unfairly passing over teleworkers.

Above all else, listen to the emerging concerns of both managers and staff.

¹Timewise & Deloitte, 2018

Working hard or hardly working?

Flexible work per se shouldn't impact a manager's confidence that the work will get done.

If you only trust your staff to be productive while you can see them physically at their desks, you have a trust problem, not a flexible work problem.

Adopt a fluid approach to flexible work

Key Takeaways

- Flexible work options are table stakes for IT departments: if your department doesn't offer any, you are behind in the competition for talent.
- Many departments are missing out on a competitive advantage by not advertising their flexible work options to prospective candidates.
- Flexible work options must be fluid: piloted and adapted to meet the needs of both the business and its employees.
- Flexible work options can only succeed when accompanied by a cultural shift.

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Speak with an analyst about structuring a flexible work program (blueprint forthcoming).

Recommendations

Choose from the following based on your department's maturity:

Early steps

- Include the flexible options offered in your department in job postings.
- To initiate the conversation about new flex work options with your HR business partner or senior leadership, arm yourself with statistics, come up with a proposal, and be prepared to pilot on a smaller scale first to show viability.

Intermediate

- Remain fluid about flexibility: if it's not working, restructure, rescale, or retract as appropriate.
- Develop flex work policies with both managers and employees in mind.

Advanced

- Leverage internal success stories from your pilots and existing options to expand the flexible work opportunities you offer.
- Conduct focus groups with staff to identify which of your available options are working best and which can be improved.

Key metric to track:

Number of applicants per job posting before vs. after advertising flex work options

The Age of Radical Transparency



The age of radical transparency

Ethics is emerging as a key factor in decisions being made around technology. Increasing automation, collection of user data, and data mining for insight are pushing technology ethics to new frontiers. The Cambridge Analytica scandal and emergence of legislations like GDPR are clear indicators of where consumer – and regulatory – sentiment is headed when it comes to ethics in technology.

But what about your staff?

Increasingly, ethics, transparency, and social responsibility are becoming key factors in the employee experience. More than ever before, transparency needs to be pervasive– in company values, in employer employee interactions, and in the use of employee data by organizations. For many companies, this will require a radical shift in how they embed ethics into their culture.

Beyond basic employee needs like compensation, worklife balance, and professional development, building employee **trust** has become a key imperative for IT leaders. Leaders can do this through taking a stance on social issues and living these values in the day to day.

Key questions to ask yourself:

- Does your organization take a stance on social issues?
- Does your organization live its values in the day to day?
- Does your company involve its employees in decision making around social responsibility initiatives?

The rise of social responsibility as an employee value

Millennials are now the largest population in the workforce, and with them comes an increased awareness of— and concern for — corporate social responsibility (CSR).

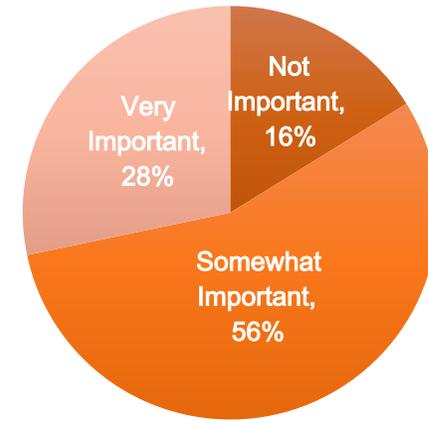
Millennials and younger generations report that they would be "more loyal to a company that helps them contribute to social and environmental issues."¹

Among our respondents, **83%** of employees consider social responsibility somewhat or very important in selecting an employer. Employers, however, are slow to respond: only **40%** of employers advertise it in their job postings.

Meanwhile, companies that advertise their stance on social and ethical issues have succeeded in turning it into a brand attractor and a tool to build connection with their employees, especially the new generations flooding the workforce. We are moving beyond basic employer obligations like pay and work-life balance. In the Millennial-driven workplace of today, culture is king.

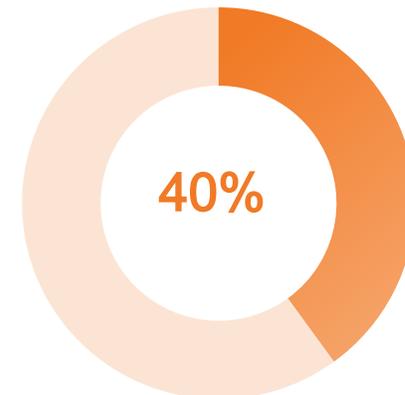
¹Cone Communications

Social responsibility is considered to be somewhat or very important in selecting an employer by 84% of employees



N=276

Only 40% of employers advertise social responsibility in their job postings



N=257

A culture built on ethics

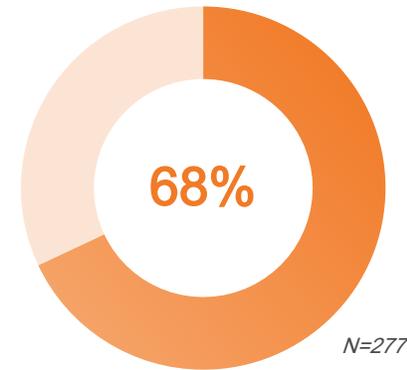
Culture is the second most commonly advertised attractor on job postings – after benefits. It is also very important to employees: As many respondents rated culture as being "very important" to them in selecting a prospective employer as professional development and opportunity for innovative work.

What is your culture built on?

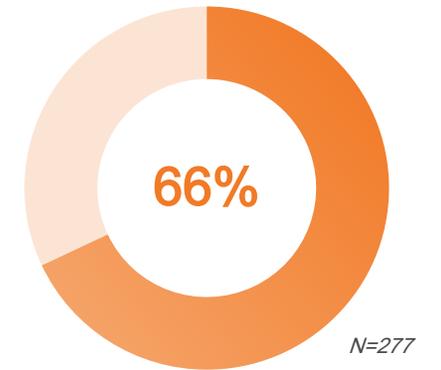
Many companies describe their culture as "work hard, play hard," or "entrepreneurial." But incorporating an ethical stance into your values makes for a stronger statement that is increasingly resonating with incoming generations of employees. If you advertise culture, think about whether that includes CSR– not just the departmental fun day.

As an employee, which of the following would be important to you personally in considering a potential employer?

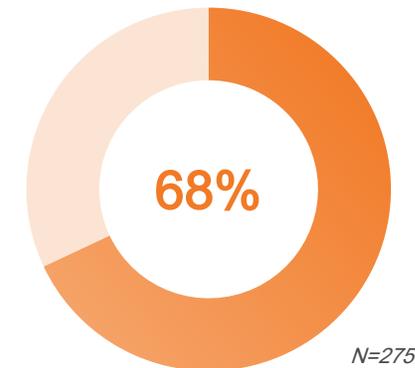
Opportunity for Innovative Work



Professional Development



Culture



A culture of ethics is more than just a value statement

Employees who respond to postings emphasizing culture expect to be active participants in an organization that lives its values. According to Cone Communications, **78%** of employees want to be actively involved in evolving their company's "responsible business practices."

IT leaders need to take this desire to get involved seriously. Don't make a unilateral decision about the company's CSR initiatives – involve your staff in the process of choosing a cause, charity, or volunteer activities. Don't pass up this opportunity to build trust between IT leadership and IT staff by relegating CSR initiatives to HR.



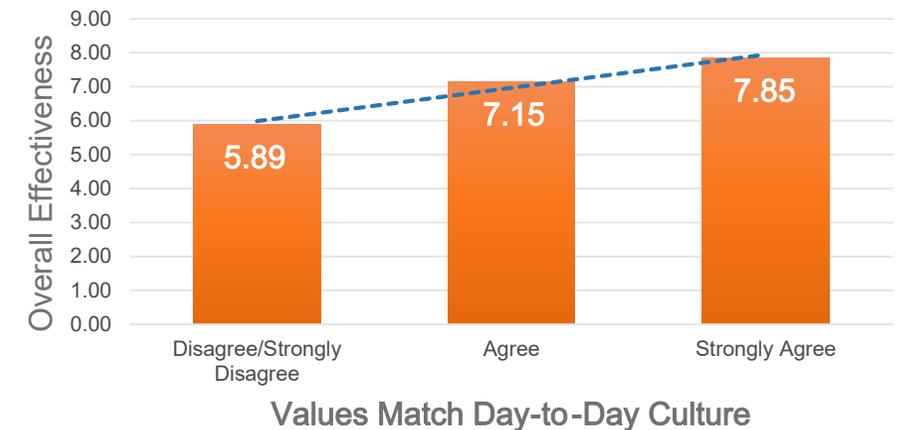
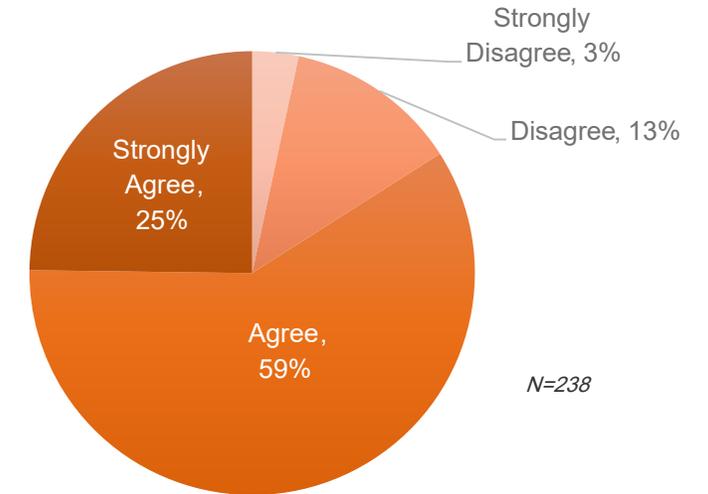
Beware: Talk without action doesn't work

There is a statistically significant relationship between overall department effectiveness and the degree to which an IT department's day-to-day culture matches its stated values. The greater the match, the more effective they are.

Although IT departments are generally doing well on this, there is room for improvement: only **25%** "strongly agreed" that their stated company values match their day-to-day culture.

Companies who are struggling with living their values, especially when it comes to social responsibility, can benefit from greater transparency: embed feedback on CSR into an employee survey, measure and communicate your CSR efforts to staff on a regular basis, and participate in employee-driven top employer certification. An open dialogue both helps solidify specific CSR programs and builds trust from within by sheer virtue of opening the lines of communication between leadership and staff.

Our stated company values match our day-to-day culture



Build a culture of trust

Key Takeaways

- Ethics, transparency, and social responsibility are becoming key factors in the employee experience.
- Organizations looking to build a culture of CSR must involve staff in its creation – not just hand down initiatives chosen by management.
- Talk without action doesn't work: departments who live their stated values in the day to day are more effective overall.
- CSR and culture initiatives fare best when they are implemented with concrete metrics to track progress.

Info -Tech Resources

- [Organizational Culture Questionnaire](#)
- [Improve Employee Engagement to Drive IT Performance](#)

Recommendations

Choose from the following based on your department's maturity:

Early steps

- Ensure your organization has written and accessible material on its culture and values.
- Ensure senior leadership and managers are behaving in accordance with stated company values.

Intermediate

- Assess how staff at your organization feel about CSR and the opportunities provided for them to get involved.
- Establish a two-way dialogue with staff to evolve your CSR initiatives.

Advanced

- Establish and communicate metrics both for the success of your CSR initiatives and for the effect of these initiatives on employee morale.
- Communicate company CSR initiatives and values both internally, to existing staff, and externally, to potential candidates.

Key metric to track: Employee engagement



People Analytics /s Business Analytics

People analytics *is* business analytics

Your department's staff is one of the biggest line items in your budget. And yet, most of our analytical power is aimed at other areas of the business. People analytics should be given the same importance as analytics in other areas of the business. After all, your people *are* your business.

Shockingly, many IT leaders are using minimal or no people analytics in their talent management strategy. There is no question on whether this needs to change: departments who make use of people analytics see great benefits.

However, to successfully implement people analytics, organizations need to resolve the question of employee data privacy to avoid breaking a culture of **trust**.

Key questions to ask yourself:

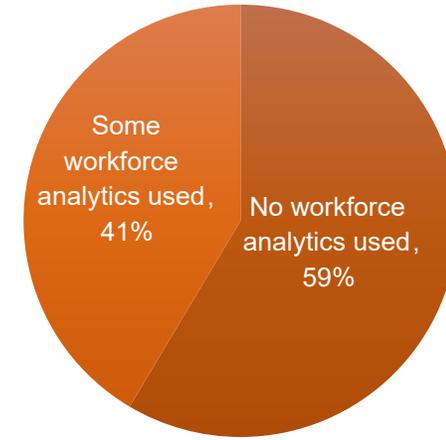
- Are you using data to make decisions regarding talent management?
- Do you know where to focus your efforts to improve key parts of your department's talent struggles?
- Can you articulate the business value of people analytics to your business stakeholders?

IT leaders know they are missing out

Heading into 2020, there is no question that IT leaders are seeing the value in using analytics to track talent management success: **91%** of respondents agree that analytics is important for talent management.

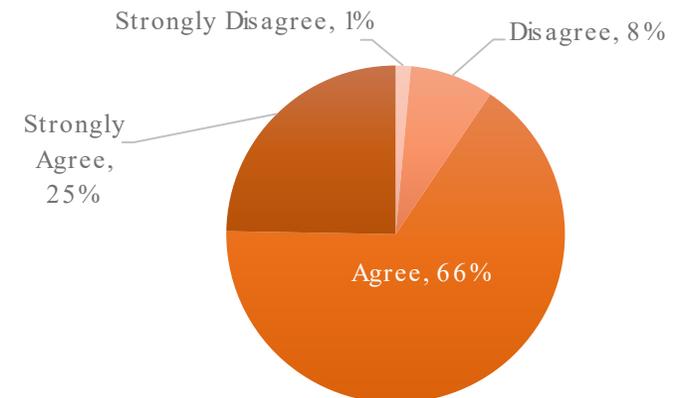
But **59%** of respondents say their organization or IT department doesn't use any analytics at all. For leaders looking to get an edge on talent management, this means that even the smallest steps put you ahead of the curve. Adopting a more data-driven approach to talent management can be as simple as starting to track turnover rate, time to productivity, and employee engagement.

Is analytics for talent management in your organization or IT department?



N=275

Do you believe that analytics is important for talent/workforce management?



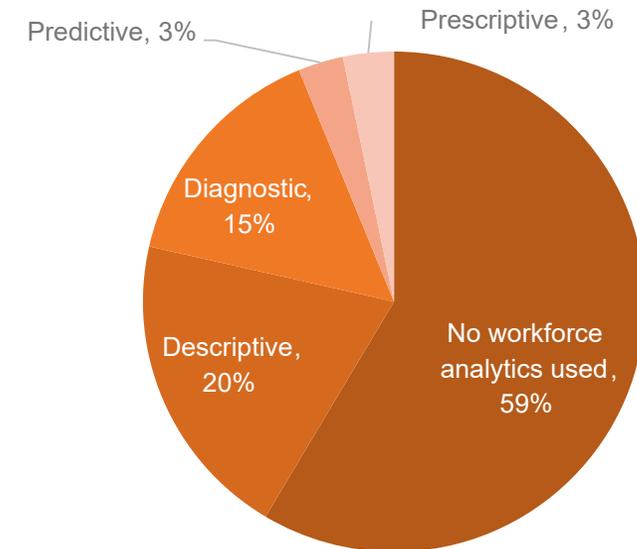
Talent analytics is not all -or- nothing

There are four degrees of talent analytics complexity that IT leaders need to be aware of:

- **Descriptive: What is happening?**(Describing what is happening or has happened.) E.g. tracking metrics such as employee engagement, whether candidates with advanced degrees are hired more frequently, and differences in turnover rate between A and B performers.
- **Diagnostic: Why is it happening?**(Looking into the root causes of events.) E.g. surveying factors that contribute to employee engagement, and analyzing exit survey data to learn why A and B performers leave the department.
- **Predictive: Will it happen in the future?**(Forecasting future events.) E.g. using machine learning to predict candidate performance in a role based on their performance in the interview process, and using information about current employees to predict which ones are likely to leave the department in the next two years.
- **Prescriptive: What should we do about it?**(Finding the best course of action.) E.g. analyzing the potential impact of prospective approaches to retaining high-performance staff to select the retention strategy most likely to succeed.

Only **20%** of respondents said they use descriptive analytics in their talent management process. Only a total of **21%** use analytics to diagnose, predict, or develop solutions to talent management problems.

Which of the following best describes the use of workforce analytics for talent management in your organization or IT department?

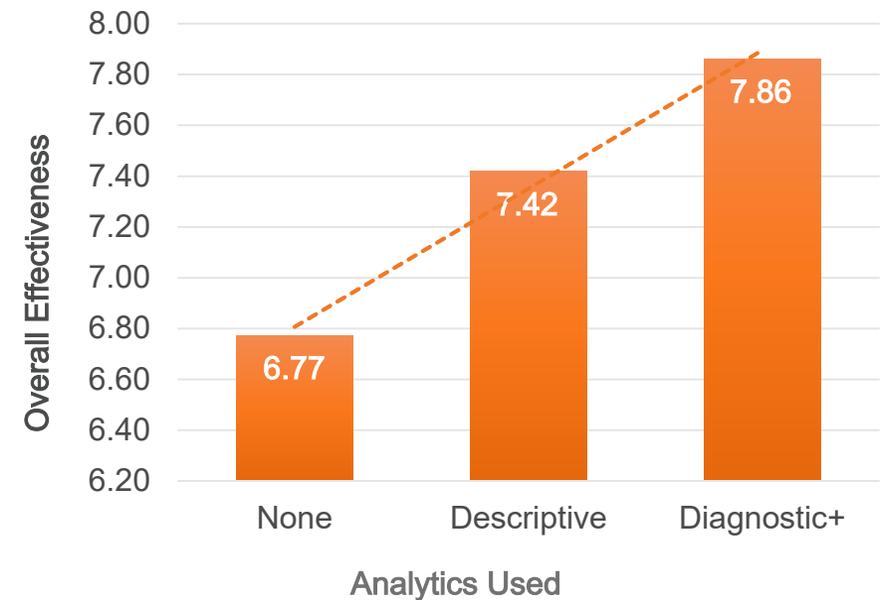


N=275

IT leaders who use talent analytics reap the benefits

There is a statistically significant relationship between analytics used and overall effectiveness.

Those that use analytics are much more effective than those that don't, and the higher the level of analytics used, the higher the level of effectiveness of the department as a whole.



N=272

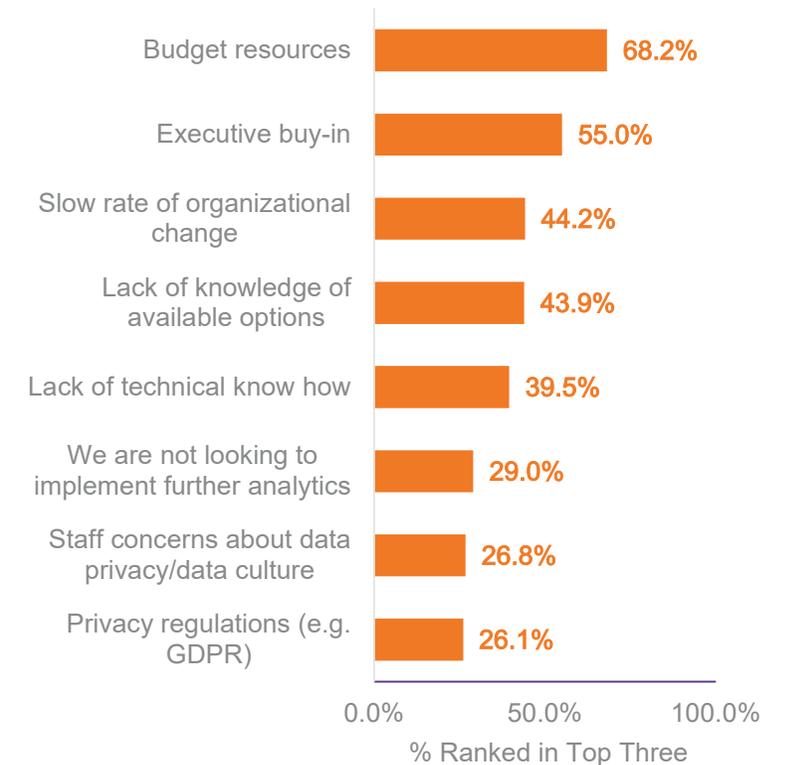
Top barriers to implementing talent analytics

Among the top three barriers to analytics implementation is organizational support: resources, executive buy-in, and organizational change management. The fourth major barrier is knowledge of available options, and this is the easiest starting point for leaders looking to tackle the top three. Educating yourself on the available options can be done at any pace, even when few resources are available, and will help you build a business case and implementation plan for your analytics strategy.

Once logistical barriers are overcome, another key to ensuring the analytics get used is building trust: in your data, in your process, and in the integrity of your use case. As analytics become more powerful, the importance of using employee data transparently grows. Concern over data ownership and privacy is fast becoming a key social and regulatory issue. The following use cases are real examples of technologically feasible analyses that incite data-use questions:

- Using machine learning to track the words employees use within internal emails and external social media in order to infer their current engagement level.
- Collecting fitness tracker data to inform decisions about a corporate wellness program.
- Using artificial intelligence to predict a prospective employee's job performance based on their performance in an interview.

Top barriers to analytics implementation:



Benefit from talent analytics

Key Takeaways

- IT departments who use people analytics are more effective, but most IT departments use no people analytics at all.
- IT leaders are facing organizational barriers with respect to resourcing, executive buyin, and organizational readiness for change.
- Data privacy is not currently a top concern, but it should be: this is an emerging area of customer and legislative awareness.
- The key to a successful people analytics program is building trust with your staff regarding how you use their data.

Info -Tech Resources

- [Build a Privacy Program](#)
- [Build a Strategic Workforce Plan](#)
- [IT Staffing Assessment](#)
- [IT Staff Engagement Diagnostics](#)

Recommendations

Choose from the following based on your department's maturity:

Early steps

- Identify and address the top barriers to implementing talent analytics within your organization.
- Start by tracking descriptive metrics such as turnover rate, time to hire, and employee engagement.

Intermediate

- Explore diagnostic analytic options, such as drivers of employee engagement.
- Work closely with your HR partner to ensure you comply with legal and regulatory practices in your area and industry.

Advanced

- Explore predictive analytics and innovative technologies such as sentiment analysis.
- Measure the return on investment on your analytics practices to ensure they are beneficial, rather than distracting.

Key metric to track: Return on investment on human capital

IT Departments Become Their Own Universities



IT departments become their own universities

The skill gap is widening, and technology is changing at a faster pace than ever. IT leaders are finding that educational institutions are failing to adequately prepare new graduates with up-to-date skills in critical areas like security.

IT leaders are taking upskilling of their workforce into their own hands. By implementing in-house training, IT departments are able to meet changing skill needs more quickly and at lower cost. By reducing their dependence on external institutions to provide up-to-date training to IT professionals in critical roles, IT departments become more **resilient**.

"[...]85% of jobs that will exist in 2030 haven't been invented yet"

—Dell Technologies and Institute for the Future

Key questions to ask yourself:

- Do you have difficulty hiring people with the skills your department needs?
- Is the pace of technological change outstripping the education of new entrants to your industry?
- Are learning and development opportunities a key driver of engagement in your department?

Filling the skill gap is tricky

Compounding the typical issues with attracting talent in an employee's market is the skill gap created by the fast pace of technological change.

Highly skilled professionals in critical areas are in high demand.

IT departments have the greatest difficulty hiring for the following roles:

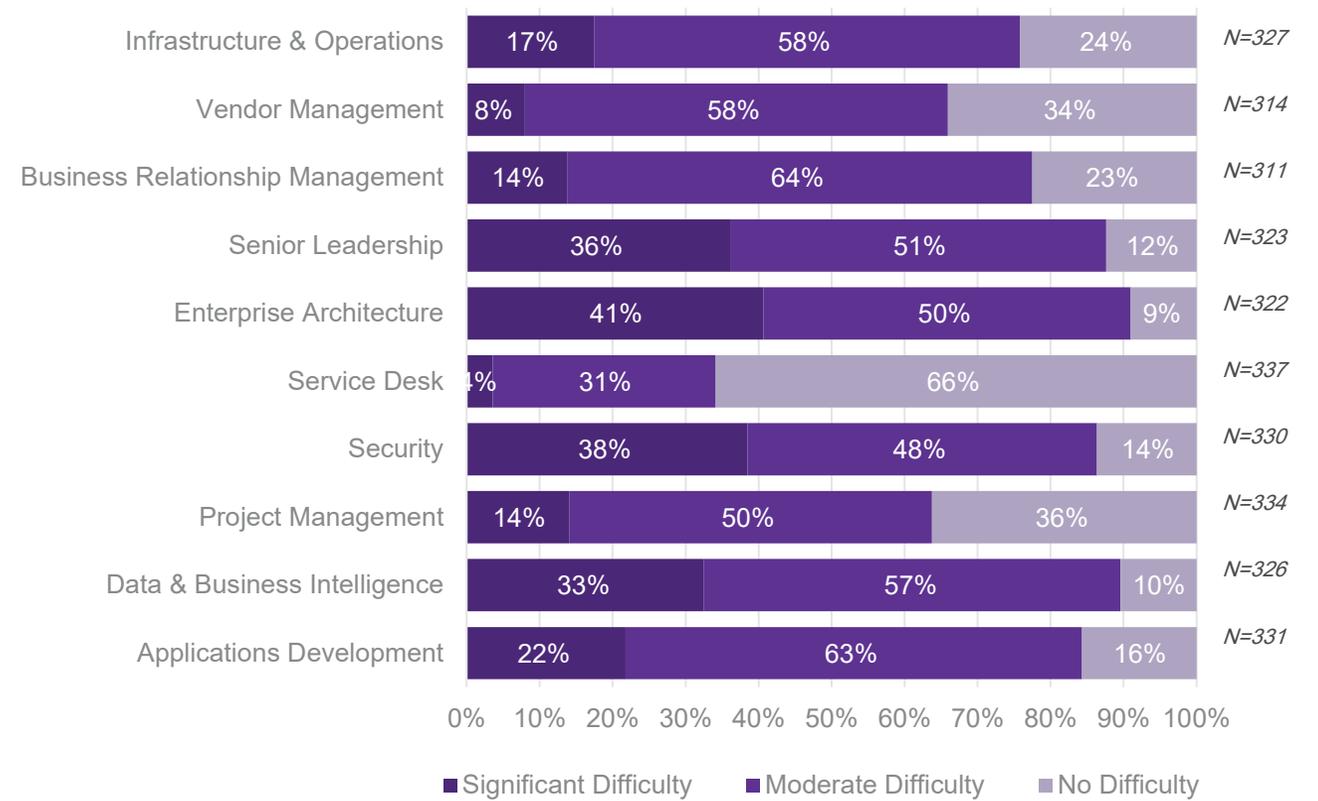
Enterprise Architecture

Security

Senior Leadership

Data & Business Intelligence

How much difficulty do you experience hiring for the following role categories in your IT department?

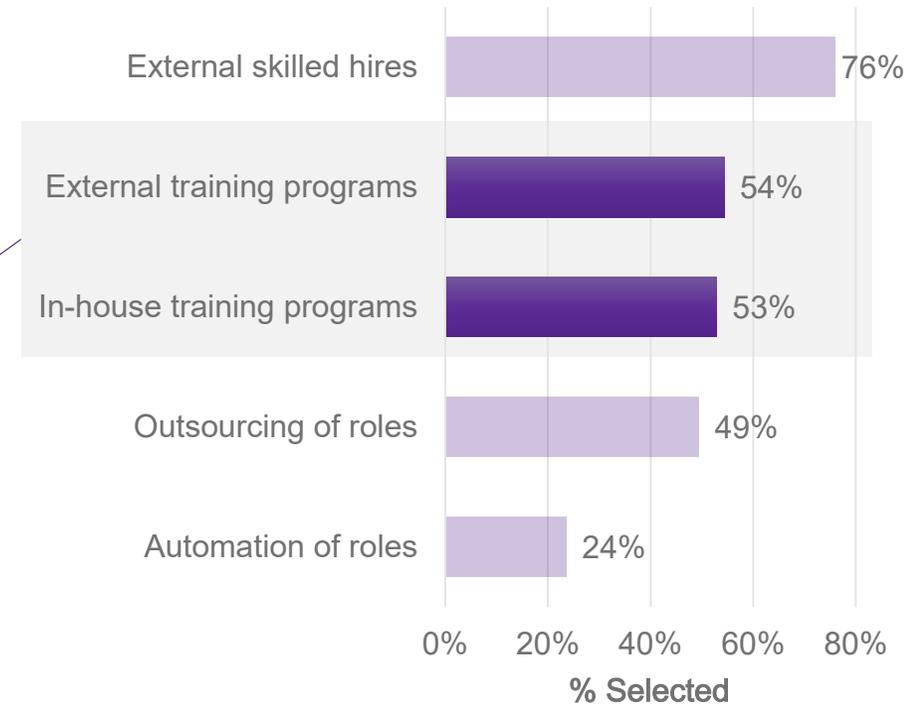


IT departments become their own universities

To meet the need for new skills, IT departments are turning to both tried-and-true and novel solutions. The biggest source continues to be external skilled hires; however, IT departments are not relying on external sources exclusively.

One standout finding is the prevalence of in-house training programs to upskill existing employees to meet demand. IT departments are developing in-house training programs as much as they are relying on external training.

How are you meeting the need for new skills in your IT department?



N=345

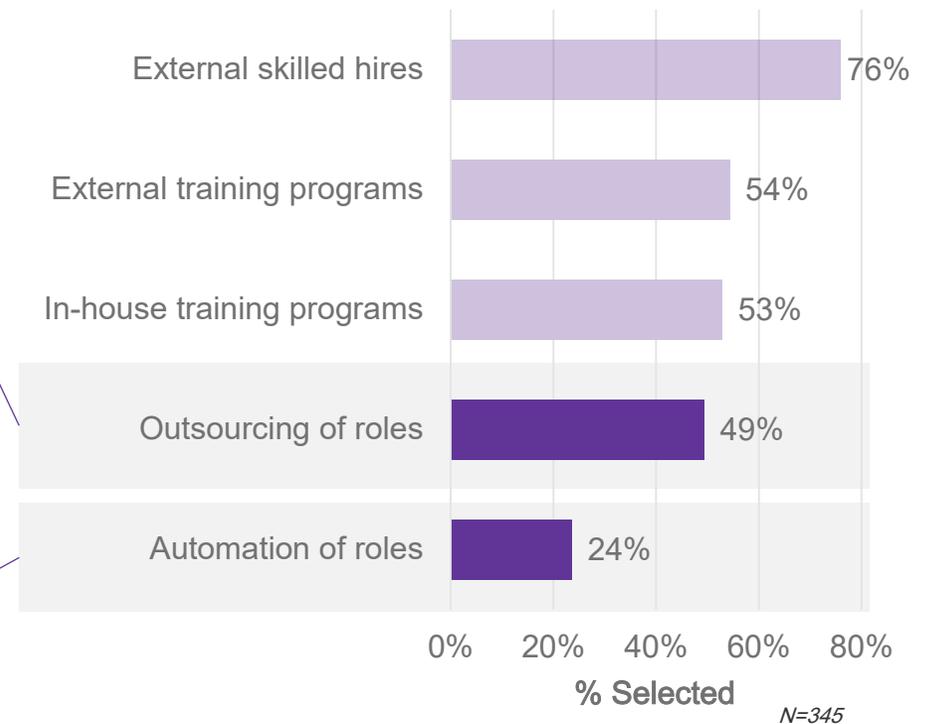
IT departments become their own universities

Changes in the workplace are putting more pressure on organizations to enable their staff to build new skills. Outsourcing jobs creates new demands on managers – not only do they have to manage staff in-house, but now they have to manage contractors and vendors. These are brand new skills that must be trained.

Similarly with the rise of remote work (offered by 74% of responding organizations), managing virtual teams comes with unique challenges, and organizations must make sure their managers are prepared with new people management skills and new skills to use telecommunication technology effectively.

Another part of what makes training a growing necessity is the growing automation of roles, reported by 24% of respondents, which is rapidly changing the skills required for the jobs that remain. This pace of change is fast, and in-house training has the advantage of being precisely tailored to the specific skills needed within your organization, as well as being custom-suited to your organization's structure and culture.

How are you meeting the need for new skills in your IT department?



The benefits of in-house training

- In-house training is a great way to solidify organizational knowledge and give willing employees a chance to contribute in a new way.
- It is an effective way to build engagement— both for the trainees, who benefit from new skills, and the trainers, who gain valuable mentorship experience.
- One of the most effective ways to lead cultural change is through internal supporters and success stories. Involve internal supporters in driving organizational change, such as around new flexible work policies or implementing new technology.
- In-house training is custom-tailored to your organization's culture and practices. This is something external training simply cannot match.



Implement in-house training for your staff

Key Takeaways

- Multiple factors are converging to widen the skill gap in IT: increased automation, a blended workforce that includes external vendors and contractors, and the increasing need to manage remote and virtual teams.
- Educational institutions are not keeping up with the pace of technological change in critical areas of IT.
- Over half of IT departments are developing in-house training programs – as much as they are relying on external training.
- In-house training builds resilience in a tough hiring market by reducing reliance on external skilled hires and training programs.

Info -Tech Resources

- [Info-Tech Academy](#)
- [Implement Effective Employee Development Planning](#)
- [Build a Better Manager: People Development](#)
- [Build a Better Manager: Self-governance](#)

Recommendations

Choose from the following based on your department's maturity:

Early steps

- Identify skill gaps that you are able to train for internally, such as skills that are already present in the organization but confined to departmental silos or a few subject matter experts.
- Be sure to allow time for training: employees are busy and need practical guidance, as well as manager support, to make the time for training.

Intermediate

- In designing internal training, try to support skills beyond what people need to do their immediate jobs; this encourages development and engagement.
- Align training with team, departmental, or organizational goals, and establish metrics to track your progress – and course correct if necessary.

Advanced

Ensure your training aligns with best practices:

- Is concise and tailored to trainees' needs
- Focuses on building practical skills, not just theoretical knowledge
- Is accompanied by metrics to ensure it is contributing to meeting organizational goals

Key metric to track: Employee engagement

A photograph of three business professionals in a meeting. An older man with white hair is on the left, seen from the back. A younger man with a beard is in the center, smiling and gesturing with his hands. A woman with dark hair is on the right, smiling and looking at the man. They are sitting around a table with a laptop and papers. The background is a bright window with blinds.

Offboarding: The Missed Opportunity



Offboarding: The missed opportunity

What do an employee's last few days with your company look like? For most organizations, they are filled with writing rushed documentation, hosting last-minute training sessions, and finishing up odd jobs. This is done in an attempt to get the last bit of value out of the employee and minimize productivity and knowledge loss. But this approach misses the most important opportunity: to extend a new connection into the hiring pool.

Offboarding isn't just terminating systems access

Offboarding is the process of seeing an employee off as they are leaving your organization. But it should also serve to cement a new identity for departing employees: as alumni of your organization.

Done well, offboarding ensures the continuation of a positive relationship, one that helps you fill the skill gap, builds connections in your industry, and ultimately, helps your organization flourish through building **resilience** in a tight hiring market.

Key questions to ask yourself:

- Do you keep in touch with any of your past employees?
- How often does your department rehire previous employees?
- How often do your organization's alumni refer new candidates to your department?
- What is your turnover rate for top performers?

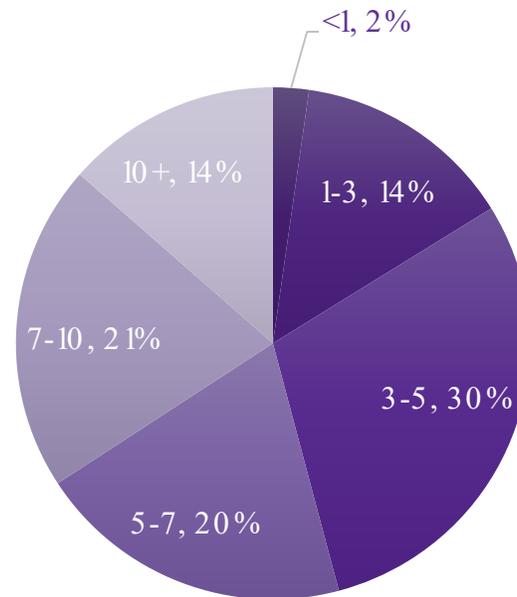
Retention is a thing of the past

Turnover in IT is high, but it is especially pronounced among your best employees: **46%** of top performers leave within five years, compared with **34%** for all IT staff, and **16%** of top performers leave within three years, compared with 10% within for all IT staff.

IT leaders realize this. Only **29%** rated loyalty as a top-three defining characteristic of an A player. **Retention is not always an attainable goal, especially when it comes to your top talent.**

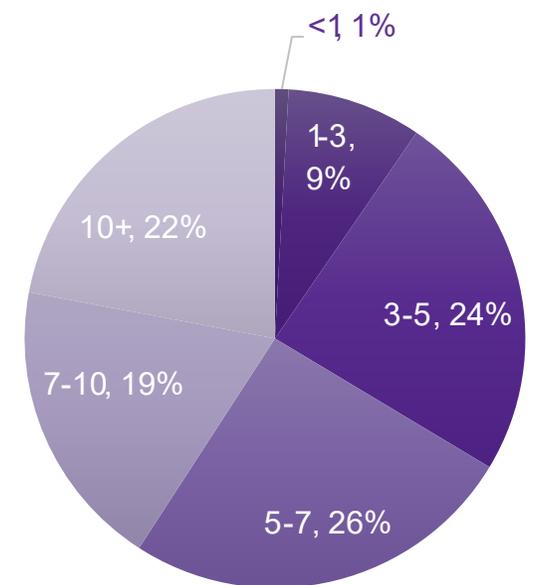
All of this makes offboarding a crucial and unavoidable part of your talent lifecycle. Unfortunately, IT departments have yet to realize its importance.

What is the typical tenure, in years, of IT staff you consider to be A performers?



N=266

What is the average tenure, in years, of employees in your IT department?

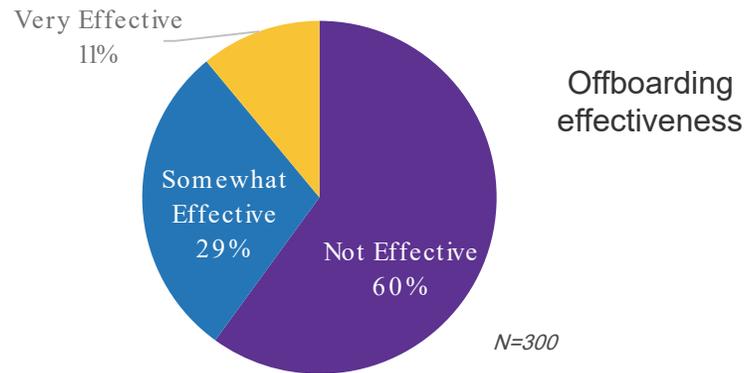


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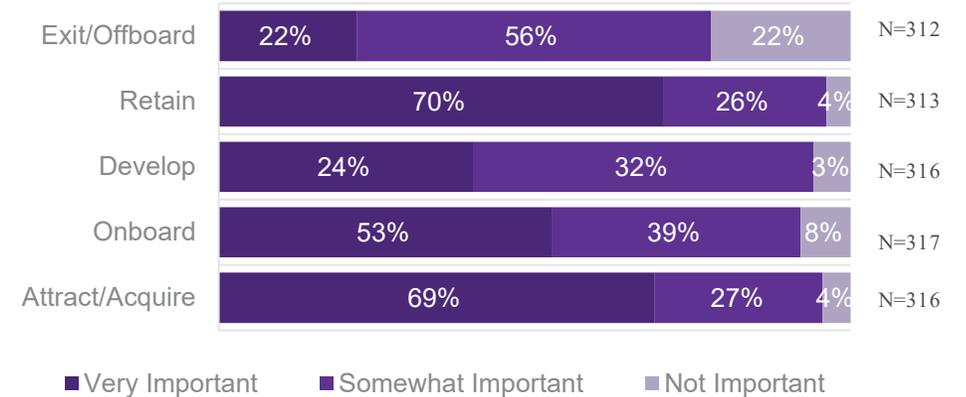
IT is not seeing the opportunity

Twenty-two percent of respondents believe offboarding is not important to their IT department's ongoing success, more than any other process in the talent lifecycle. Offboarding is also the talent management process judged to be ineffective most often, by **60%** of respondents. This is not surprising, since senior IT leadership is also less involved in offboarding than any other talent management process (**23%** not involved vs. **14%** for the next closest process).

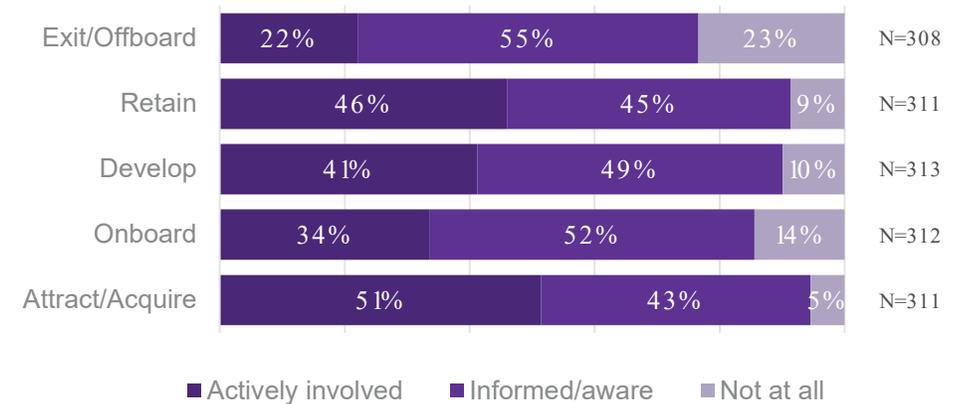
Unfortunately, these organizations are missing a tremendous opportunity.



How important are the following elements of the talent lifecycle for your IT department's ongoing success:



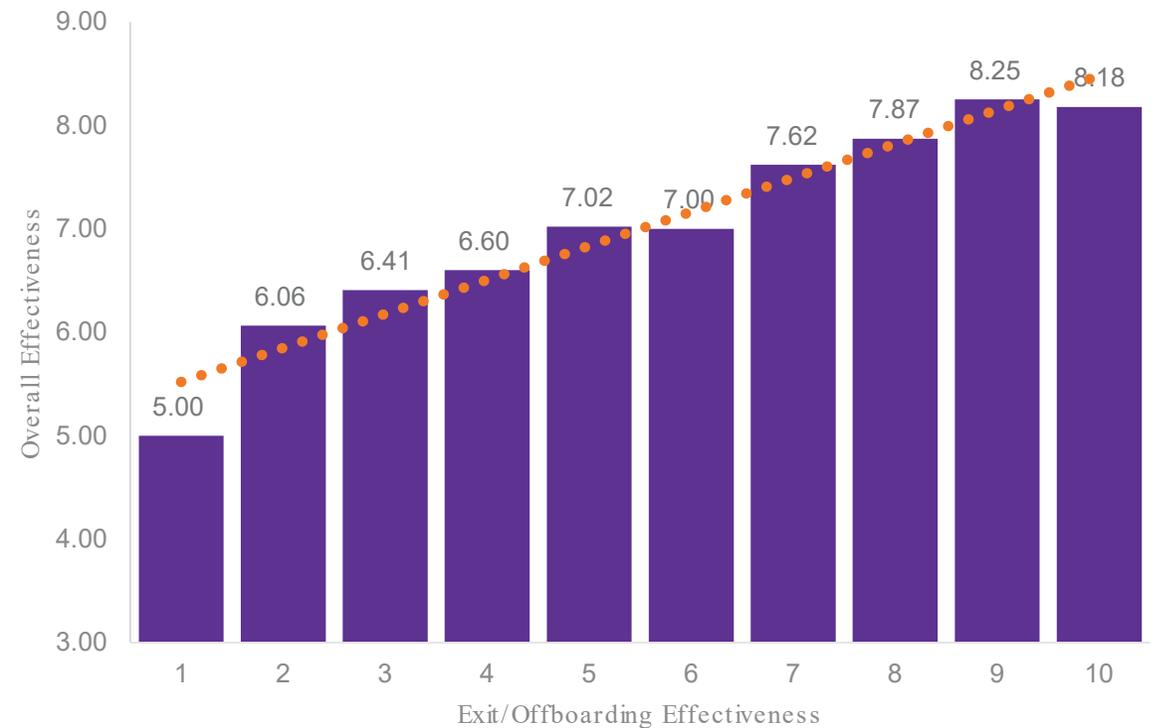
How involved is senior IT leadership in the following talent lifecycle processes for IT staff?



Effective offboarding turns alumni into a critical resource

There is a statistically significant relationship between offboarding effectiveness and the overall effectiveness of the IT department. The more effective the department is at offboarding, the more effective it is at performing its job as IT.

How can offboarding continue to matter if the employees in question are no longer with your organization?



N=295

Effective offboarding turns alumni into a critical resource

Effective offboarding sets three processes in motion:

Boomerang

It can get you your top employees back after they've upskilled elsewhere.

Reach out

It can be your link to building new talent communities and talent pools.

Refer

It can be a source of quality referrals, as your happy alumni make connections at other organizations and come into contact with high-performing job seekers.

Maintaining the connection is mutually beneficial for both the organization and its alumni. Effective offboarding can give your department the leg up it needs to be resilient in a tough hiring market. Simply put, it's a win-win.



Take advantage of your offboarding process

Key Takeaways

- With 46% of top performers leaving within five years, retention is not always a realistic goal.
- Offboarding is the least effective talent management process in most organizations, yet is a key part of the employee lifecycle, especially in a high turnover environment.
- Your organization's alumni are an untapped resource when it comes to building your image as an employer and cultivating your pool of potential candidates.
- IT departments who excel at offboarding tend to be more effective overall.
- IT leaders have an opportunity to fare better in a tough hiring market by cultivating alumni relationships through effective offboarding.

Info -Tech Resources

[*Optimize the Mentoring Program to Build a High-Performing Learning Organization*](#)

Recommendations

Choose from the following based on your department's maturity:

Early steps

- Maintain the connection with departing employees, whether that's by staying connected on LinkedIn, meeting up for coffee, hiring them for contract or consulting work, or simply stating that the door is always open.

Intermediate

- Get your managers on board: ensure they have the maturity and composure to have career-focused conversations with high-performing staff.

Advanced

- Define your employer brand, and ensure alumni are part of your employer branding strategy.
- Leverage alumni networks to build out talent communities and reach passive candidates.

Key metric to track:

The number of referrals from former employees that lead to the candidate being hired and passing their probation period

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