

Win the War on Talent

Presenter's Name

Role

Agenda

Employee Engagement and the War for Talent

- Understand the major shifts impacting the IT workforce.
- Upgrade your recruitment process to drive competitiveness.
- Leverage employee engagement strategies to retain talent.

The New Talent Landscape

The Virtual
Working
World

DEI

Pandemic changes force leaders to “get” positive impact of employee experience

Right now, IT departments are becoming more aware of employee needs and their overall experience at work.



Change is starting but is lagging.



Increase focus on employee experience to navigate new challenges

IT Effectiveness



Employee Experience

**DEI: A
Top Talent
Objective**



**Remote
Work Is
Here to Stay**



**A Greater
Emphasis
on Wellbeing**



**A Shift
in Skills
Priorities**



**Uncertainty
Unlocks
Performance**

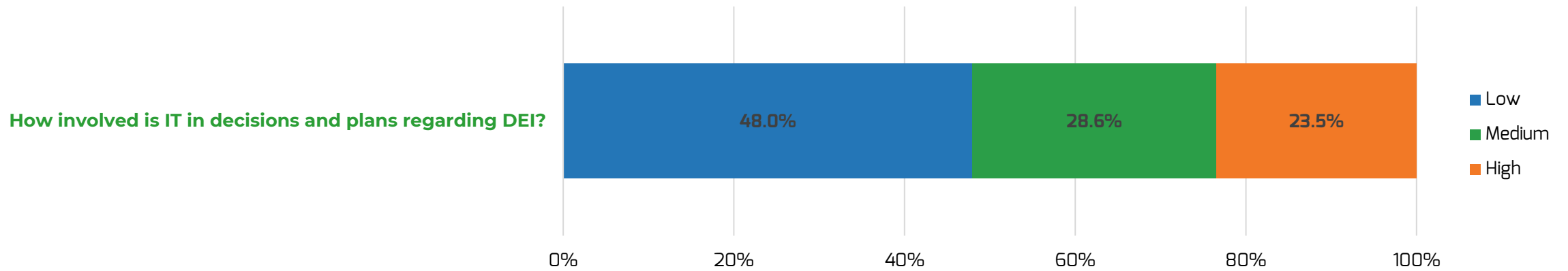
DEI: A Top Talent Objective

The rise of DEI in the workplace

Key questions to ask yourself:

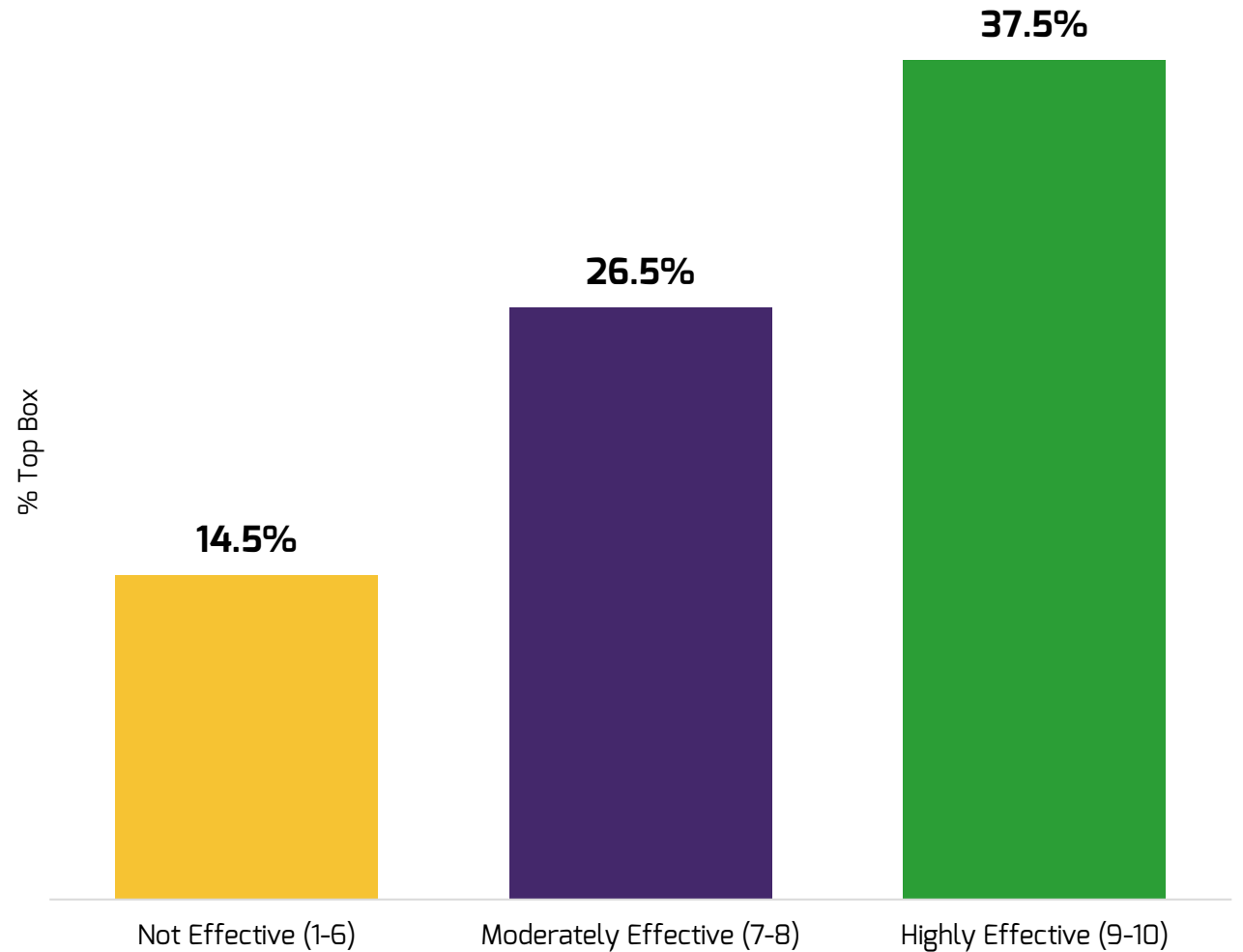
- Do you measure organizational and/or departmental DEI?
- Do you ensure that IT recruits a diverse group of candidates?
- How can you collaborate with other departments to ensure a holistic approach to DEI?

IT is (somewhat) involved in DEI



IT involvement in DEI pays off

DEI involvement with IT effectiveness



DEI: A top talent objective for IT

Recommendations

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

Early steps

- Understand the DEI challenges that are specific to your department.
- Action plan in the areas IT controls, e.g. creating employee resource groups within IT.

Intermediate

- Collaborate with other departments or the organization to understand and measure DEI.
- Action plan accordingly – decide actions and owners with employees either within the department or beyond.

Advanced

- Align department-level DEI goals with organizational-level DEI goals.
- Provide updates on DEI initiatives specific to the department and across departments.

Key metrics to track: DEI questionnaire scores

Remote Work Is Here to Stay

“Forced” work-from-home

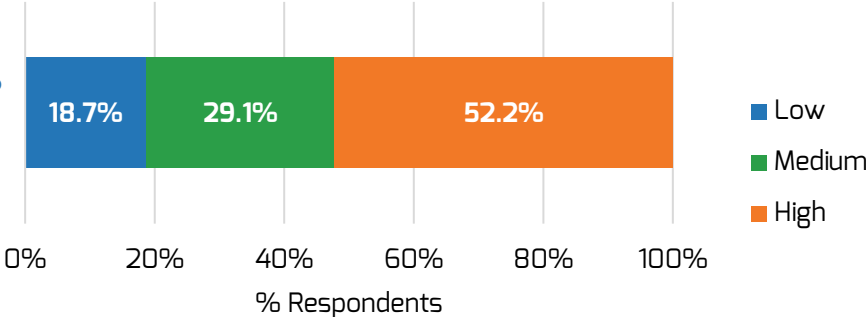
Key questions to ask yourself:

- What does long-term remote work look like?
- Are your remote work policies aligning with the needs of both managers and staff?
- How can IT better enable the business to continue to support remote work?

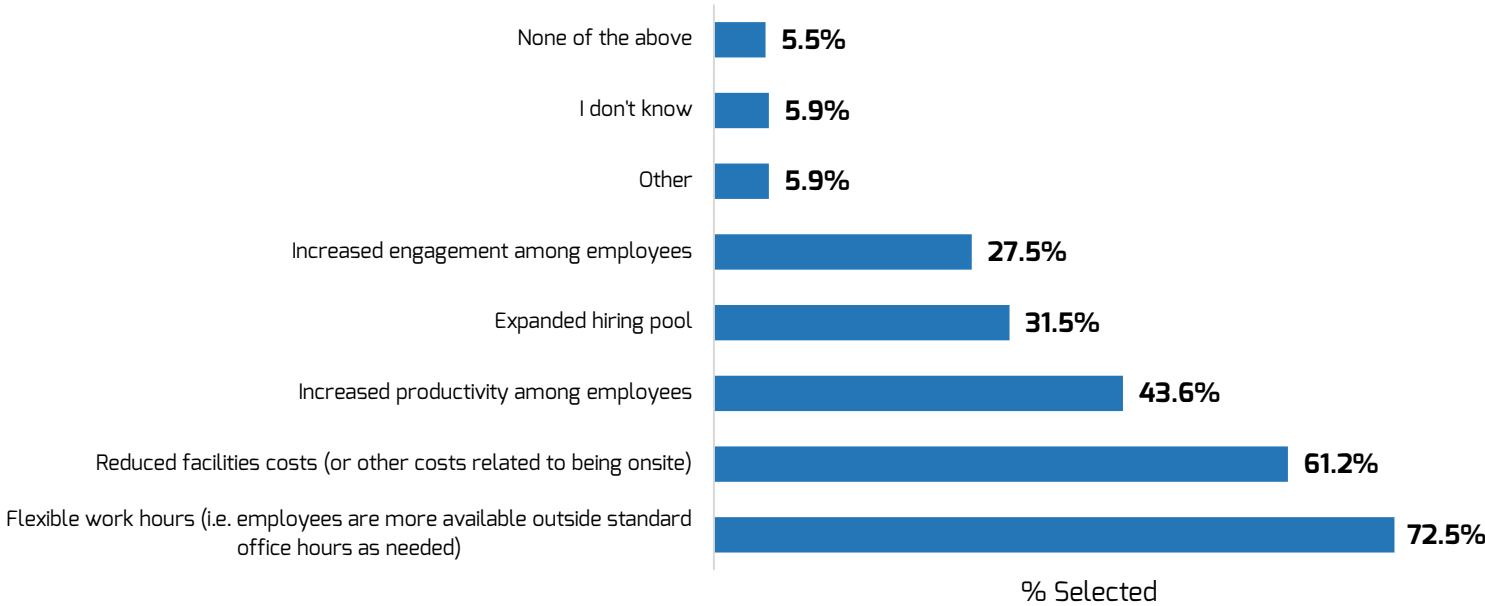
Positive outcomes from remote work

INSIGHT: Preparing and testing remote work before the pandemic set up organizations for success.

How open is your organization's senior leadership to the option of some roles being performed remotely on a permanent basis?

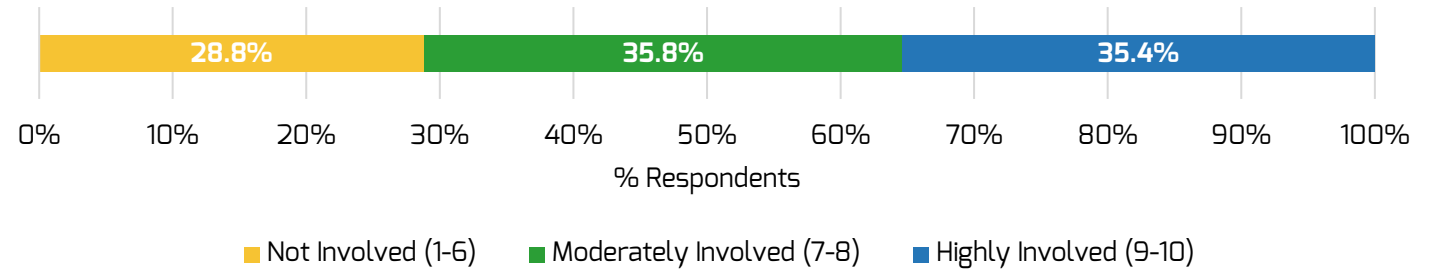


What are the anticipated benefits to the organization as a result of increased remote work during COVID-19?

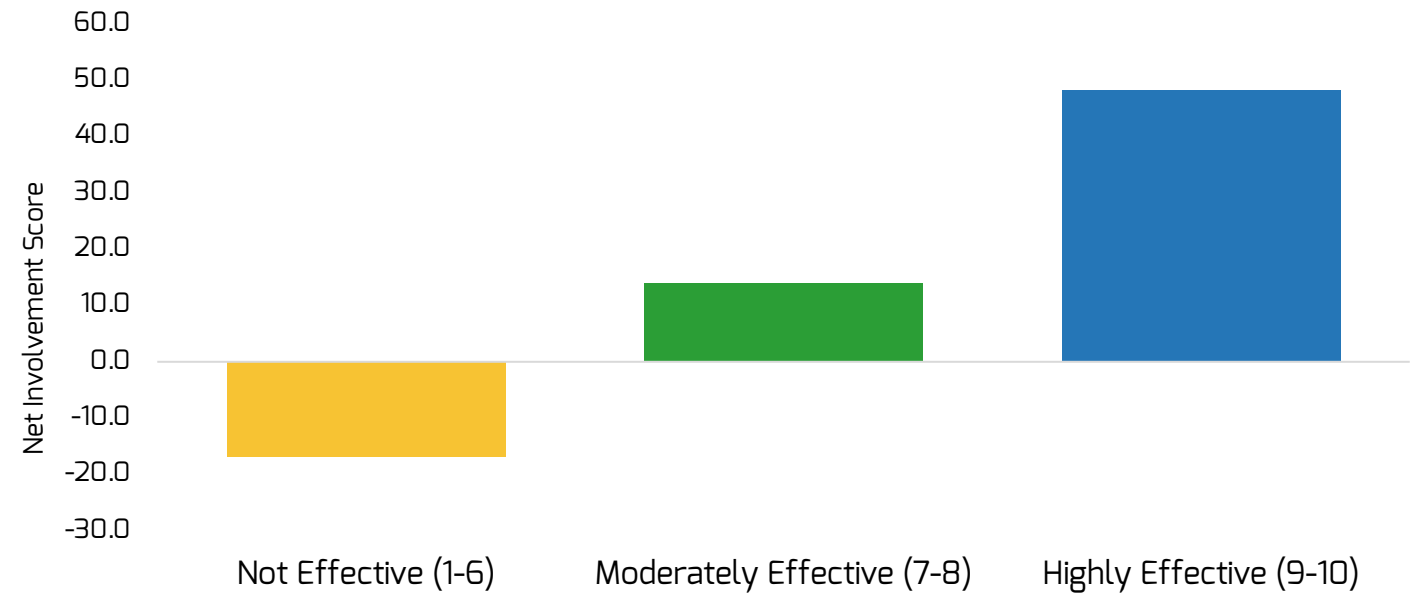


IT is involved with remote work plans

How involved is IT in shaping the strategy around remote work?



IT level of involvement and effectiveness of IT department



Prepare for the future of remote work

Recommendations

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

Early steps

- Provide guidelines about the expectation for working from home.
- Solicit feedback on what is working and what's not for employees working from home.

Intermediate

- Discuss long-term policies and which roles are most suitable for remote work.
- Have clear guidelines in place addressing remote work.
- Continue to solicit feedback from employees about how to improve the remote experience.

Advanced

- Create policies that go beyond remote work and address all flexible work options.
- Support employees working from home through stipends and providing other needed equipment or financial support.
- Adapt the entire employee experience for remote environment – performance management, learning and development, etc.

Key metrics to track: Employee engagement

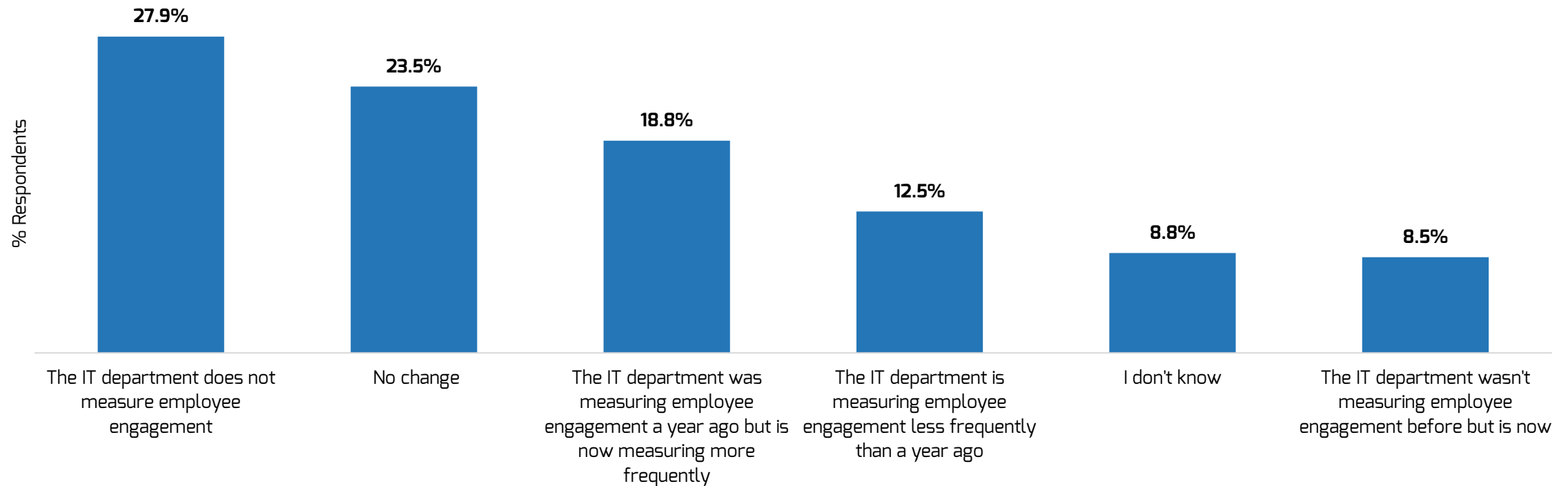
Employee wellbeing during crisis

Key questions to ask yourself:

- Does IT measure employee engagement?
- Are managers encouraged and equipped to check in with employees?
- What EAPs does the organization offer? Has this been communicated (and communicated again) to IT employees?

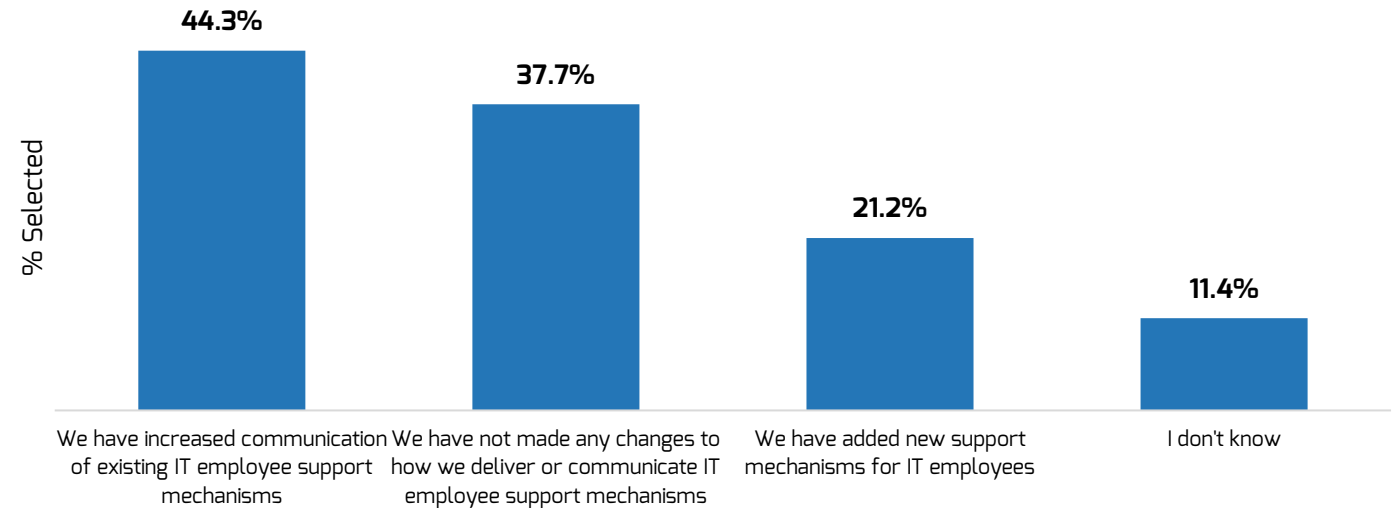
IT ups monitoring of employee engagement

How has the frequency of IT's employee engagement measurement changed over the past 12 months?

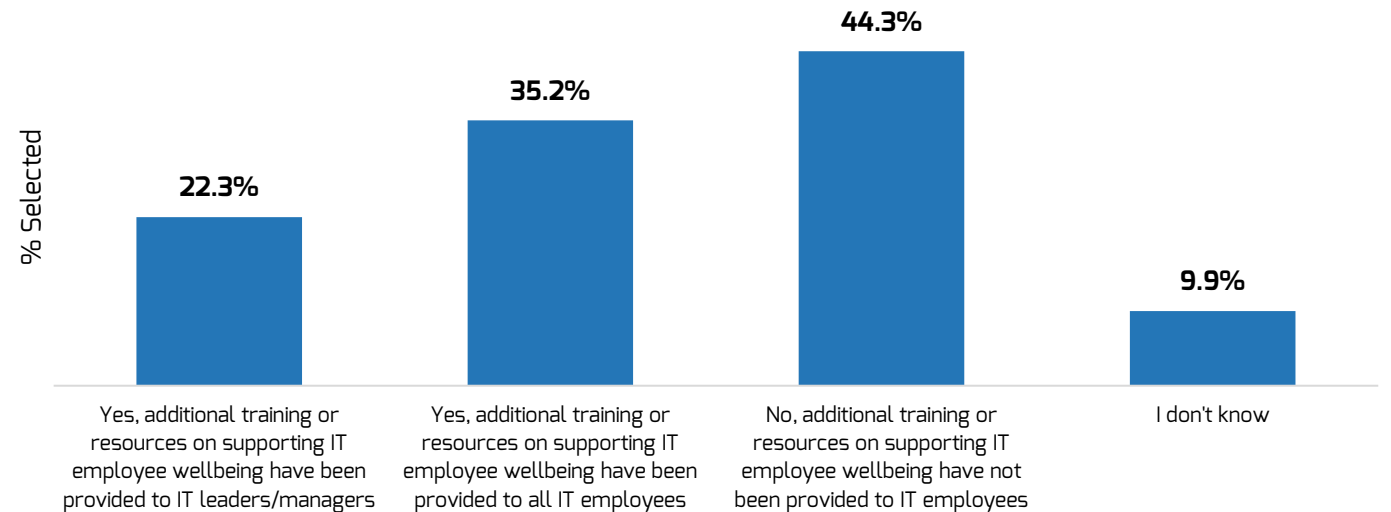


IT makes changes to support employees

What efforts has IT undertaken to increase employee awareness of employee support mechanisms (e.g. EAP, wellbeing programs)?



Has additional training or resources been provided to IT to help support employee wellbeing?



Prepare for the future of remote work

Recommendations

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

Early steps

- Enable managers to have conversations with staff around their overall wellbeing.
- Create a process when someone is struggling and needs support.

Intermediate

- Proactively create programs that address various areas of wellbeing: mental, physical, and financial.
- Continue to monitor support programs and solicit feedback from employees (informally through check-ins or through formalized programs like employee engagement surveys).

Advanced

- Have a fully established wellness strategy that includes wellness programs and a feedback loop.
- Connect it back with other talent strategies and employee engagement to ensure a holistic talent management plan.

Key metrics to track: Employee engagement

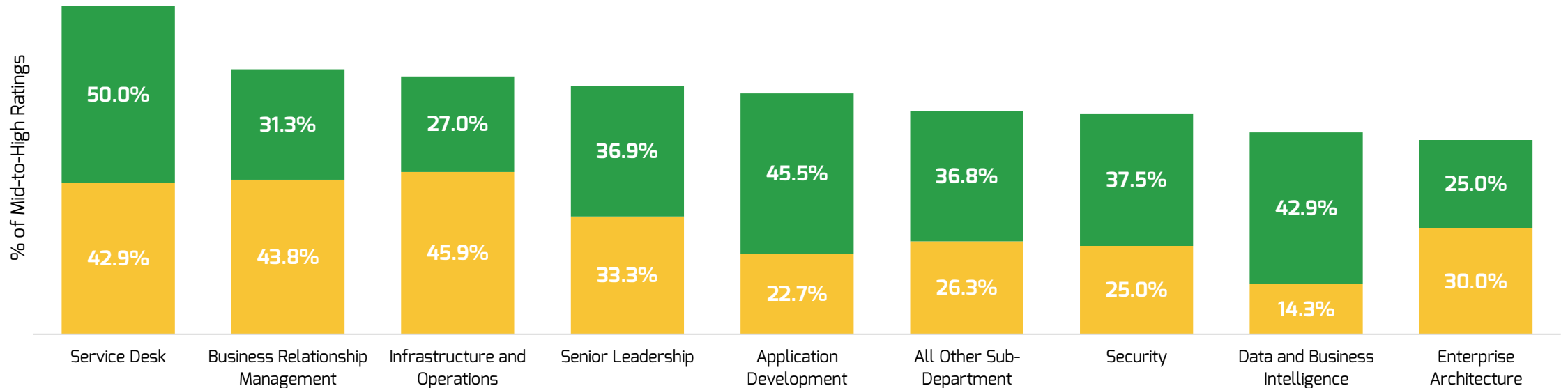
The skills of the future

Key questions to ask yourself:

- Where are there skills gaps on your team?
- In what ways are you assessing skills?
- How are you upskilling employees?

Roles and skills in IT are changing

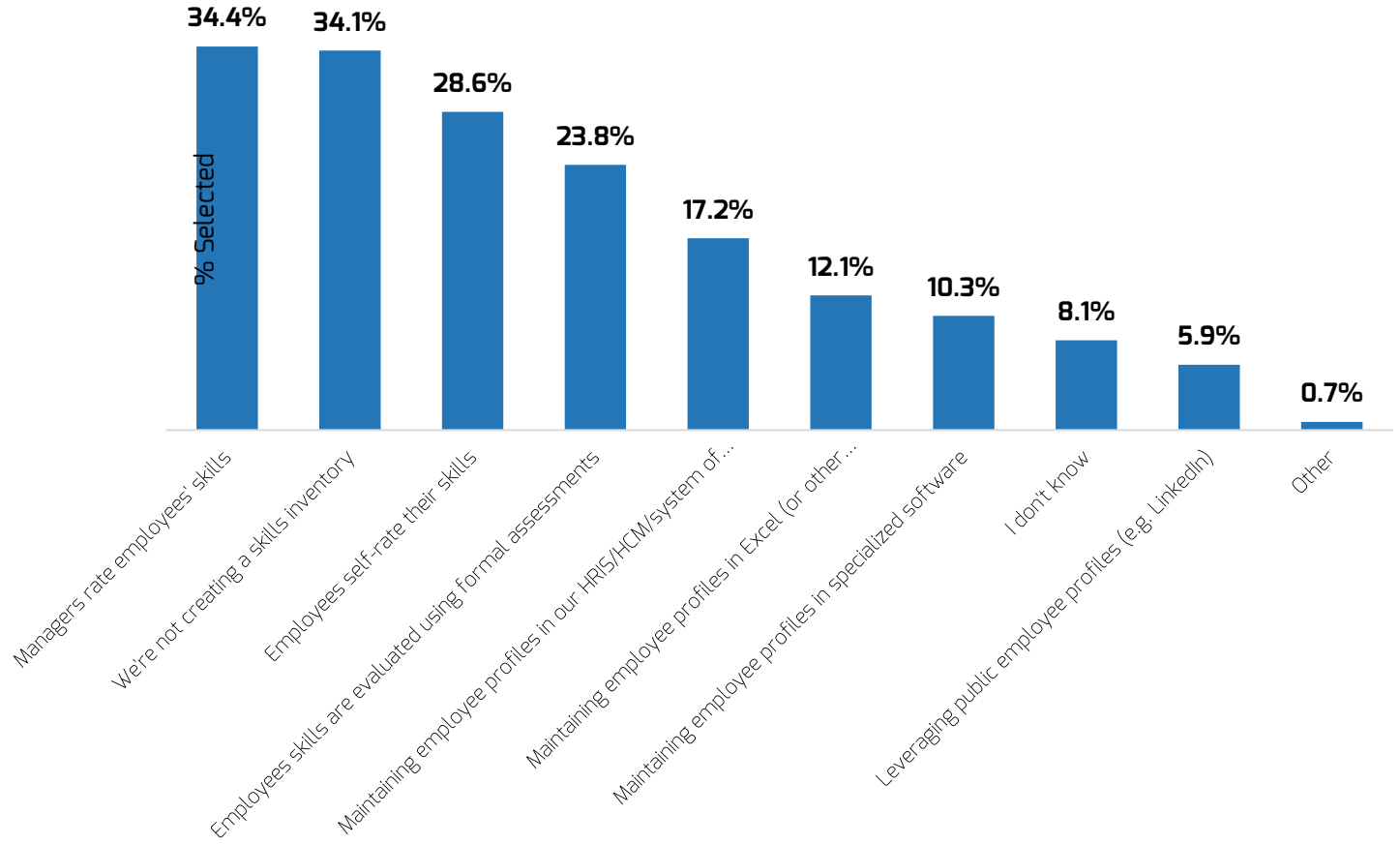
Roles changed in past year by sub-department



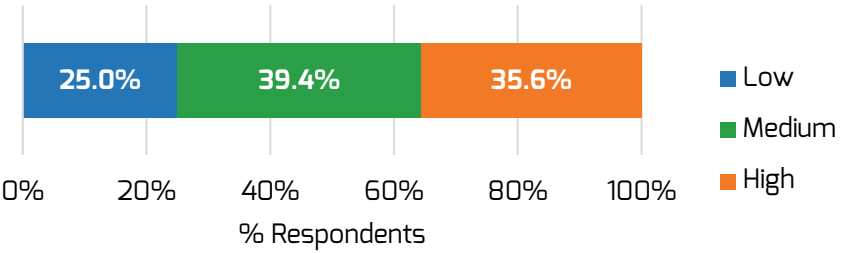
*These percentages are based on "high" and "medium" ratings representing mid-high change.

Incomplete upskilling programs

What is IT doing to create a skills inventory?



Have you changed or added training/learning materials to help IT employees learn new skills?



The future workforce is here

Recommendations

Start building out skills development programs.

Early steps

- Take a skills inventory of IT teams to understand current proficiencies and gaps.
- Build individual development plans (IDPs) for employees to upskill in areas that need more coverage.

Intermediate

- Identify the future state of the IT department and identify skills gap by comparing current employee skills with the skills needed for the future.
- Continue carrying out IDPs to align with future state and set out time for employees to carry out learning plans.

Advanced

- Have internal training and learning programs set up to continually upskill for the future.
- Identify skills and jobs needed for the future and hire externally as needed.
- Continually align program with organizational and departmental needs.

Key metrics to track: IT effectiveness

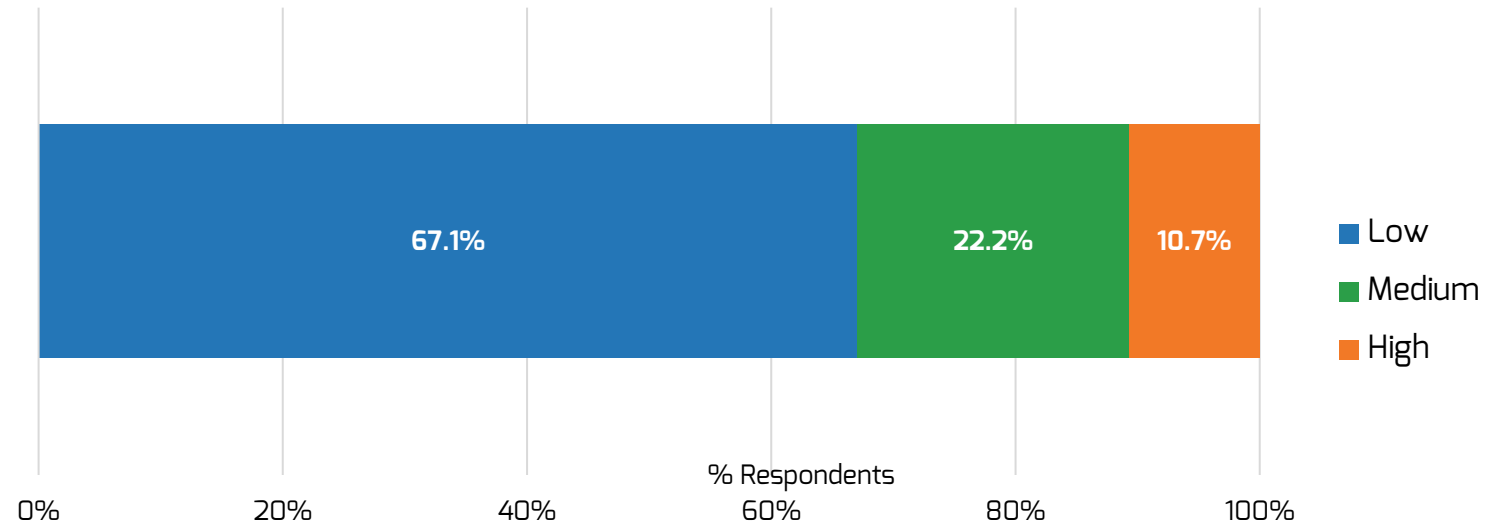
Uncertainty unlocks performance

Key questions to ask yourself:

- Have you changed your performance management process to align with remote working or working through a pandemic?
- What is the purpose of performance management: administration or development (or both)?
- Do you feel the need to monitor the productivity of employees? Do you trust your employees to work remotely?

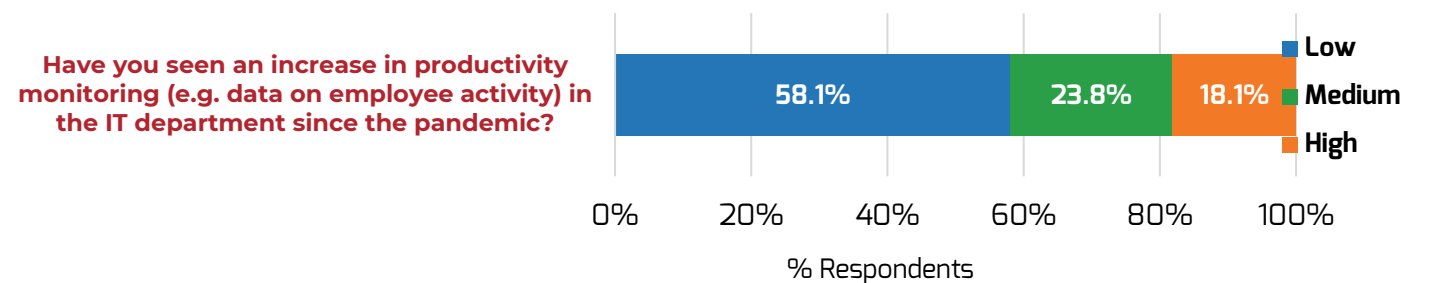
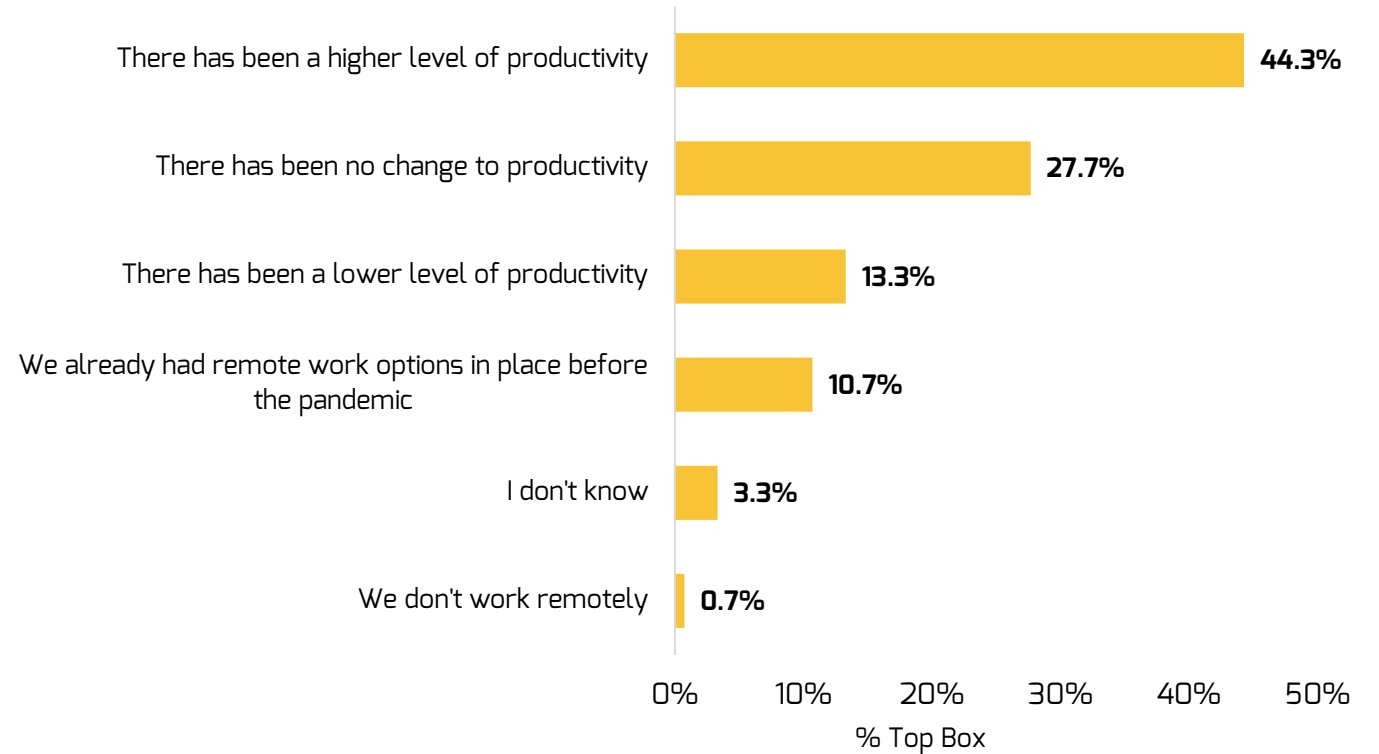
Performance management programs stay the same

Have any performance management processes changed for IT since the pandemic?



The question of productivity monitoring & trust

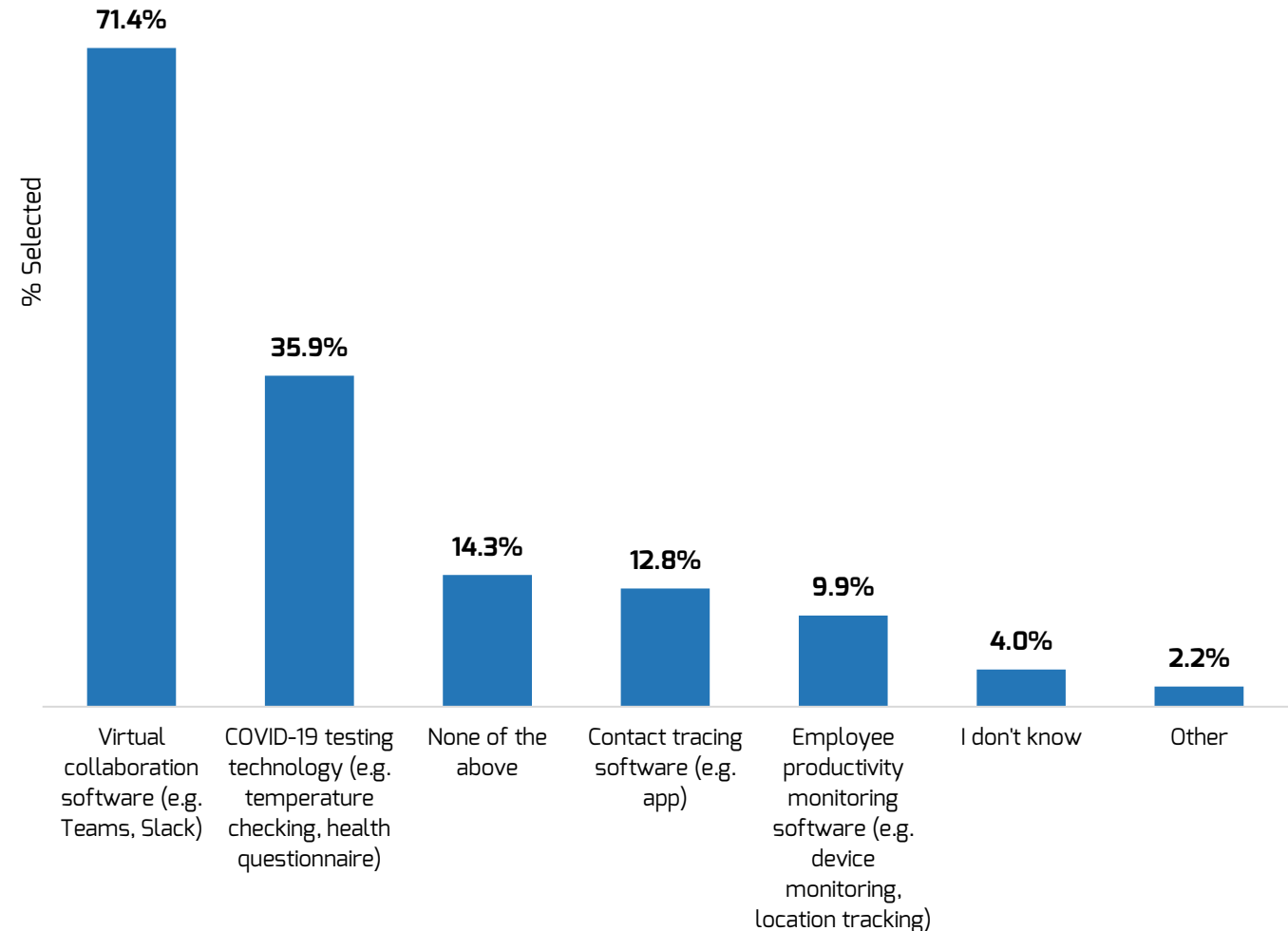
What would you rate your IT department's productivity level now, compared to before remote work due to the pandemic?



Choose software to better manage performance

INSIGHT: A productivity monitoring tool may not be what you really need. Think about implementing performance management software to manage, assess, and develop employees.

Which of the following technologies has your organization acquired and/or implemented as a response to the COVID-19 pandemic?



Adapt your performance management (PM) approach for 2021

Recommendations

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

Early steps

- Remove or change performance measures that don't work in a remote environment.
- Continue consistent communication between the team and manager to compensate for lack of oversight day-to-day.

Intermediate

- Adapt PM approach for each team member; not everyone excels in a remote environment.
- Build out PM processes that can work in-person or virtually.
- Involve multiple stakeholders in PM assessment.

Advanced

- Align PM processes with other IT talent strategies, especially in the remote structure.
- Create a feedback loop to continue to update PM process.

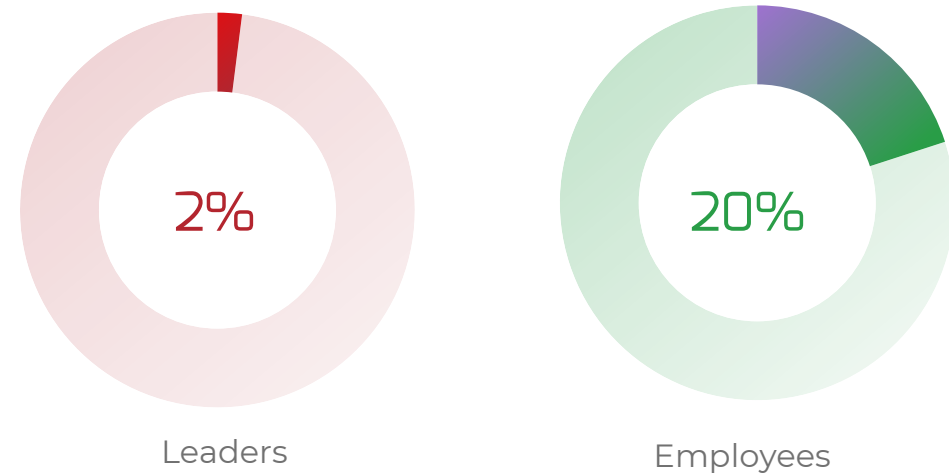
Key metrics to track: Employee engagement

The background of the image is a dark, starry night sky with a subtle greenish-blue gradient. At the bottom, there is a silhouette of a mountain range with several peaks. The text is centered in the middle of the image.

Strategically Recruit & Retain

Organizations are struggling with diversity

Leaders and employees are not on the same page.



The portion of employees who do not feel included in their organization is 10x higher than what leaders believe.

(Accenture, 2020)

Although attempts have been made in gender diversity

Intersectionality is an ongoing issue.



*This all-time high represents only 7.5% of Fortune 500 companies.

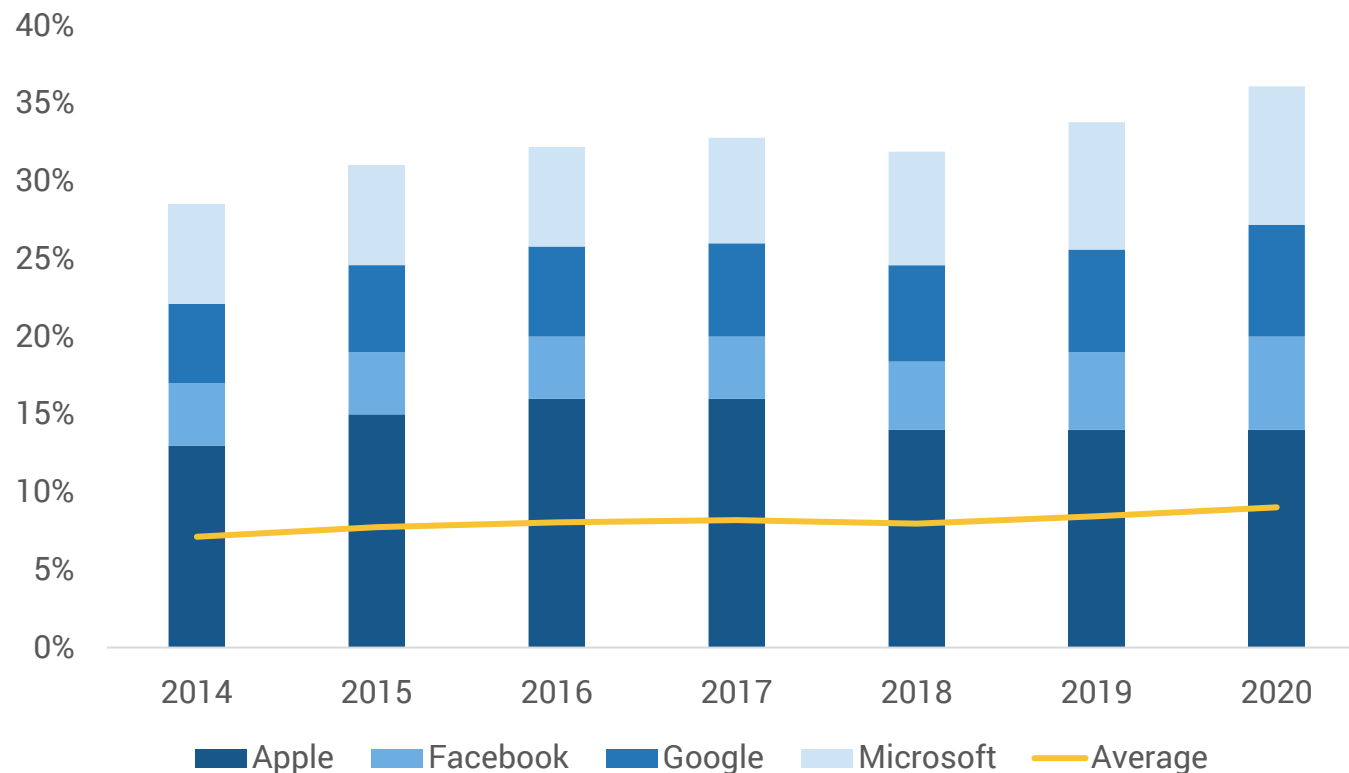
Source: Fortune, 2020



Your Challenge

INSIGHT: A diverse team is an answer to innovation that can differentiate your company. Treat recruiting and retaining a diverse team as a business challenge that requires full engagement.

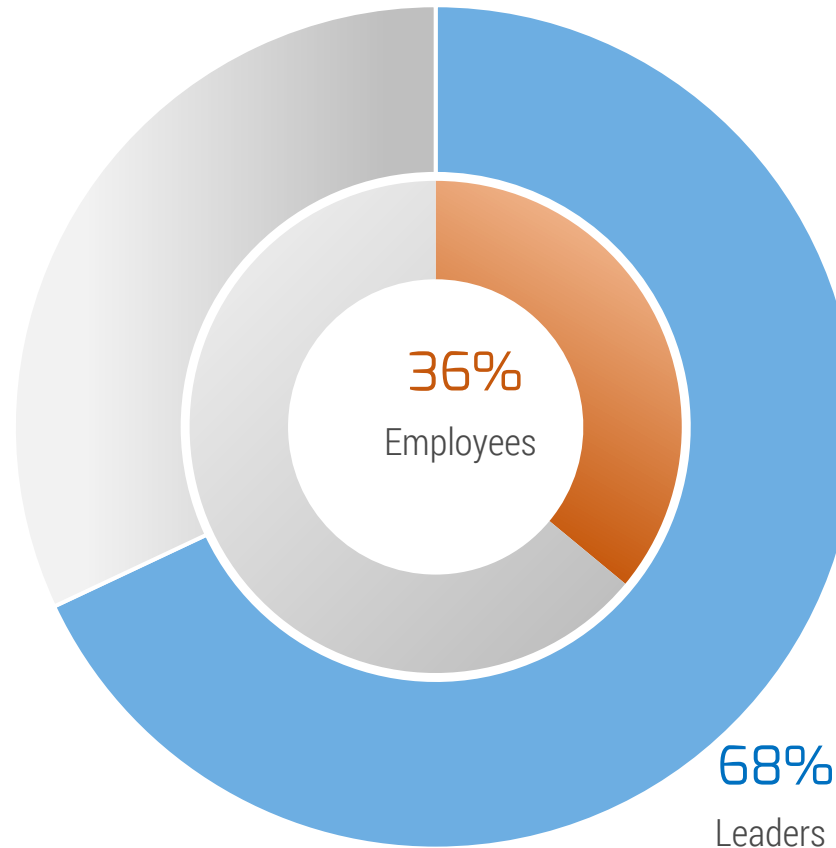
Black and Hispanic/Latinx Technology Talent at Big Tech Companies



Sources:
Apple, 2021
Facebook Diversity, 2021
Google, 2020
Microsoft, 2021

These barriers make this challenge difficult to address for many organizations:

INSIGHT: Diversity and inclusion cannot be a one-time campaign or a one-off initiative. For real change to happen, every leader needs to internalize the value of creating and retaining diverse teams.



Leaders and employees are not on the same page:

Sixty-eight percent of leaders feel like they are creating inclusive environments where employees can be themselves, raise concerns, and innovate without fear of failure.

However, only **36% of employees** agree.

(Source: Accenture, 2020)

Info-Tech's Approach

Critical

Recruit

- Build a Diverse Pipeline
- Eliminate Hiring Biases
- Improve Your Employer Value Proposition
- Optimize Your Posting Requirements
- Diversify Your Interview Team

Business Challenge

Instead of "business as usual," approach diversity as a business challenge.

Retain

- Ensure Committed Executive Leadership
- Develop an Inclusive Organizational Culture
- Grow Your Talent – Provide Them With Development Opportunities
- Provide Support to Managers (tools, resources, etc.)
- Facilitate Employee Engagement Through Organizational Programs

Improved Business Results

Metrics

Use metrics to identify gaps, prioritize initiatives, set goals, and measure the impacts of change.

Traditional

RECRUITING FACTORS

- Effective Sourcing
- Equitable Interview & Assessment Practices
- Effective Branding
- Equitable & Inclusive Offer Packages

CANDIDATE EXPERIENCE

- Efficiency
- Relationship-Building
- Authenticity

ENGAGEMENT DRIVERS

- Learning & Development
- Rewards & Recognition
- Organizational Culture
- Customer Focus
- Company Potential
- Relationships

RETENTION FACTORS

- Compensation
- Role Satisfaction
- Work Environment & Work-Life Balance
- Growth Opportunities



Leverage Employee Engagement Strategies

Employee engagement During the Pandemic

Situation

Employee *disengagement* is a huge risk during the COVID-19 pandemic and has the potential to hinder both long-term and short-term organizational viability. Therefore, employee *engagement* will impact how the organization recovers from the pandemic. Organizations must focus on sustaining and boosting employee engagement during this uncertain time.

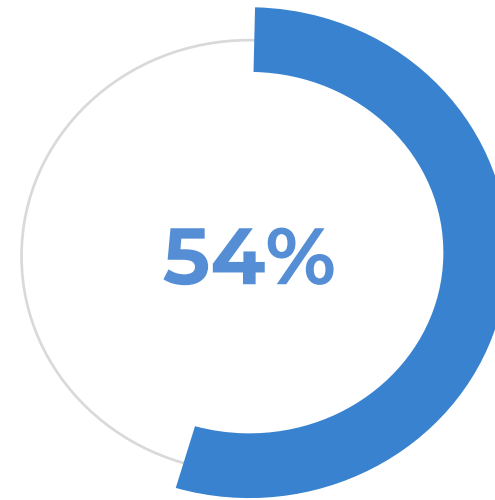
Complication

The uncertainty of the pandemic means that employee engagement is at higher risk. Organizations need to think beyond targeting traditional audiences by considering engagement of onsite, remote, and laid-off employees.

Solution

Identify key drivers to leverage during the pandemic to boost engagement as well as at-risk drivers to focus efforts on. Then, select quick-win tactics to sustain and boost engagement for relevant target audiences.

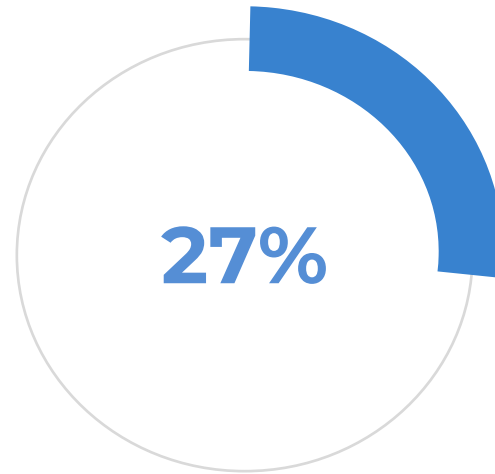
Employee disengagement is a huge risk during this pandemic ...



Only 54% of employees strongly agree that they **feel well prepared** to do their job during this pandemic (Gallup, 2020).

As uncertainty grows and layoffs occur, employees who remain may experience survivor's guilt.

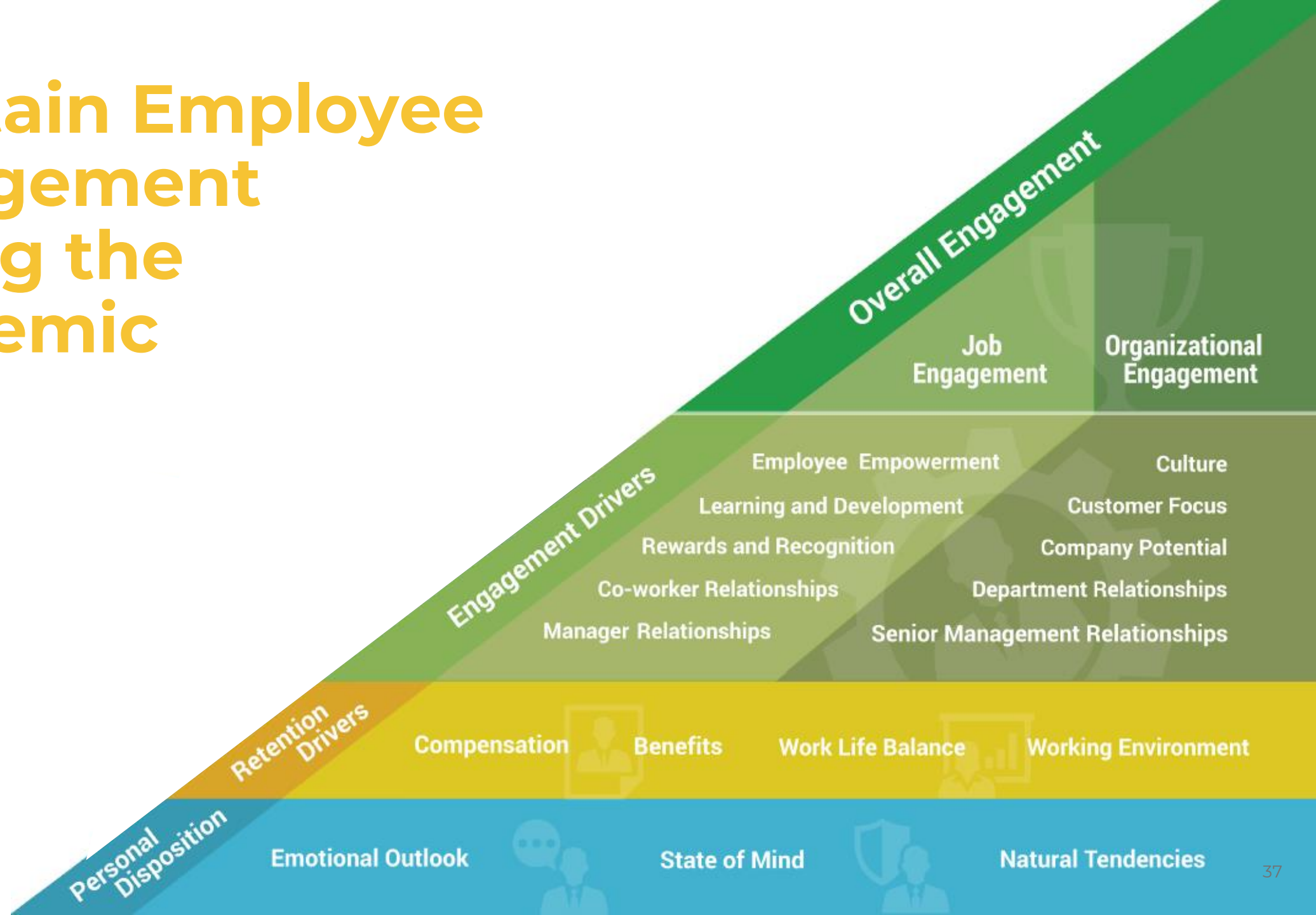
But employee engagement may determine how the organization recovers.



During the 2008 recession, organizations with engaged, enabled, and energized employees experienced average annual operating margins of 27.4%. 3x higher than organizations with low engagement (The Culture Works, 2019).

Organizations who want to maintain their long-term viability must focus on sustaining and boosting employee engagement.

Maintain Employee Engagement During the Pandemic



IT employee engagement is ultimately up to IT leadership

- 1** Leaders have the single greatest impact on engagement.
- 2** Engagement happens every day, through every experience.
- 3** Leaders should tailor engagement to individual team members.

Info-Tech offers a suite of engagement tools; choose the program that's right for your organization

Employee Experience Monitor

1 EXM Question

Use it to:
Measure EX on an ongoing basis.

Monthly
~30 Seconds

Info-Tech's Approach to Employee Engagement:

- 1 Get an engagement baseline with a comprehensive survey.**
Start with Info-Tech's Full Engagement Survey, or use the results of a previous survey conducted at your organization.
- 2 Monitor employee experience over time.**
Use the EXM to capture fluctuations in employee engagement.
- 3 Follow up by acting on employee feedback.**
Use the feedback you get from the surveys and subsequent discussions to inform the changes you make to your department.

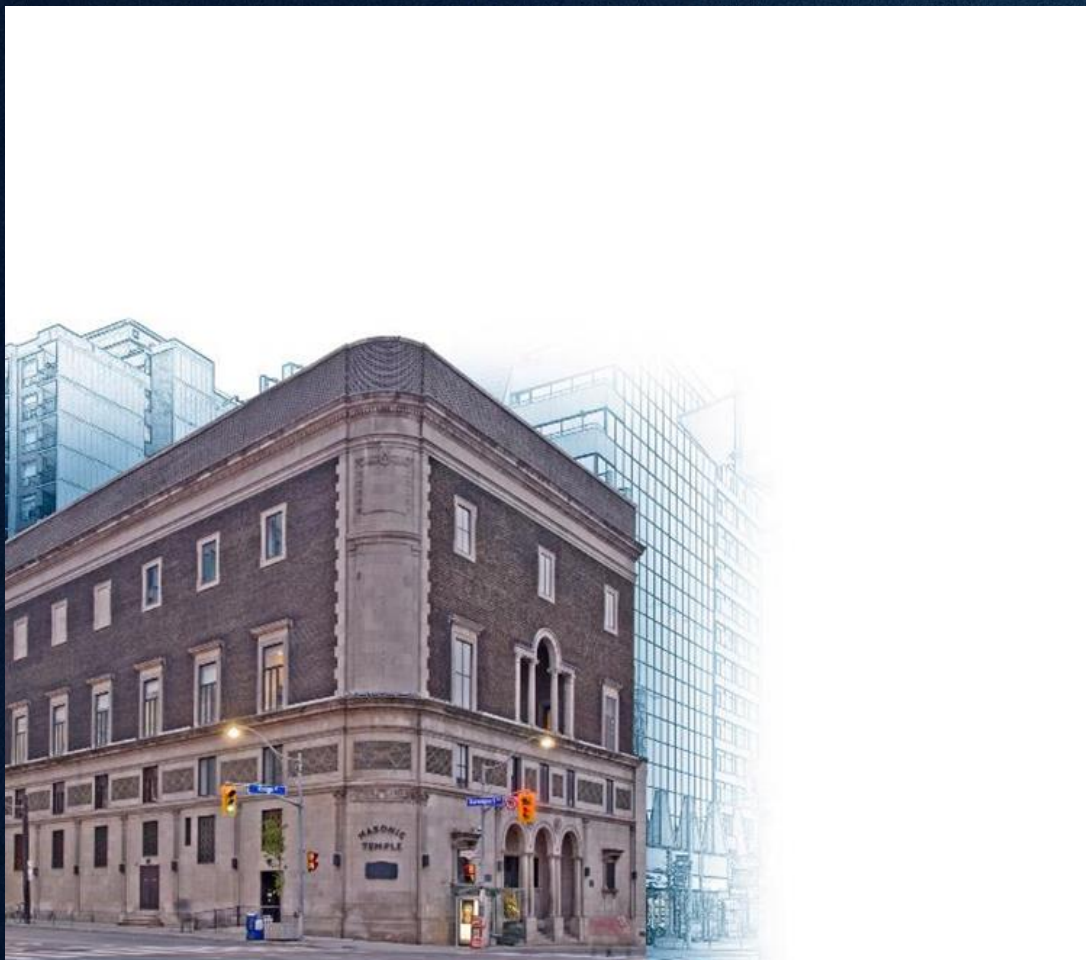
Full/Pulse Engagement Surveys

81 or 15 Questions

Use it to:
Measure engagement and dive deeply into contributing factors.

Don't use it if:
An annual survey is already deployed in your organization.

Annual or Bi-Annual
~15-20 Minutes



About Us

Info-Tech Research Group is the world's fastest growing information technology research and advisory company, proudly serving over 30,000 IT professionals.

We are, by far, the most innovative firm in the industry and we pride ourselves on providing better research than anyone.

Since 1997, we have been helping CIOs and their teams evolve from fire fighters to innovation champions.

We produce unbiased and highly relevant research & tools to help IT leaders make strategic, timely, and well-informed decisions that drive business value.

We partner closely with IT teams to provide everything they need – from actionable tools to in-person analyst guidance – to deliver measurable results for their organizations.

Info-Tech Advantage

Our data-driven programs enable IT leaders to objectively measure success, develop an impactful IT strategy, and systematically improve performance year over year.

Each year we invest millions of dollars in our library of best-practice tools, templates, training materials, and step-by-step methodologies that are proven to accelerate projects and transform IT departments.

For over 20 years, our team of 100+ world-class analysts has been coaching members through their most challenging projects and largest technology selection decisions.

Why start your next project from scratch when you can leverage known best practices and make your job easier.