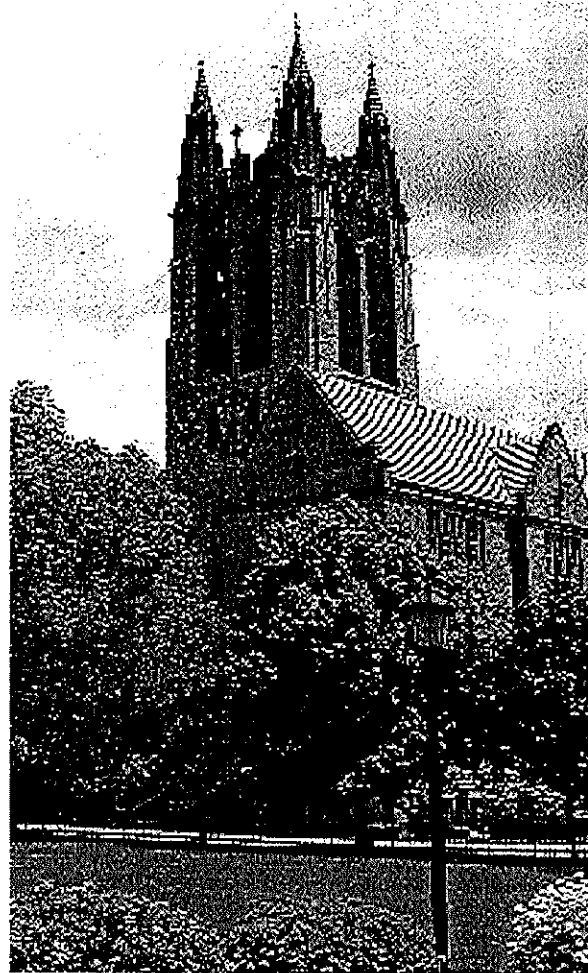


**AJCU Information Technology Conference
Recruiting, Training, and Retaining Staff
April 28, 1998**



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Recruiting, Training, and Retaining Staff

- **Staff are the key to a successful organization**
- **People and relationships are important**
- **Staff want to enjoy their job and workplace**
- **Staff spend more time at work than with family and friends**
- **Present Industry Trends, Boston College philosophy and comments in a Top 10 list**



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Issues

- **Reality of our IT world and issues that require resolution**
 - **Good staff are overworked/overburdened**
 - **Organizations, especially Higher Ed, have “single threads” for work content**
 - **Backup is weak**
 - **Difficult to acquire new technical skills and maintain current environment**
 - **Outsourcing is trend but has its own drawbacks**
 - **Complexity of new environment requires more complex skill set and interaction**
 - **Business and communication skill are more essential for IT**



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#10 Recruiting – Hire Right

- **Bring the right people into the organization**
 - Turnover is costly (10-50% of salary), tech talent scarce
 - Average turnover rate 15-20%, 58% CIO's expect turnover to increase this year
 - Future trend for IT– even more demand and more movement / turnover
 - Spend time up front to find right match
 - Nothing beats a “good reputation”
 - Use internal job fairs, internships, the web, and staff contacts
 - Check references carefully
 - Look for intelligence, futures, and not solely on experience
 - Provide fast track for fast performance



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Top 5 Incentives to Recruit IT staff (CIO)

- 1. Training, education, and advancement opportunities
- 2. Work Schedule / Flextime
- 3. Competitive Salary
- 4. Signing Bonus
- 5. Telecommuting



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#9 Retaining – Keep them happy and challenged

- **Quality of life is most important**
- **Job Content not compensation keeps staff**
- **Interesting jobs and projects are more of a factor than pay**
- **Be proactive in salary; 10-20% OK, 20-50% consider offers**
- **Provide opportunities to grow**
- **Be flexible (Leaves, Work at home, Internship)**



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Top incentives to retain (CIO)

- 1. Training
- 2. Flextime / work schedule
- 3. Special compensation
- 4. Exposure to company
- 5. Telecommuting opportunities
- 6. New technology
- 7. Benefits
- 8. Special Projects



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#8 Spend Time on Reviews and Career Paths

- Provide discussion on careers / opportunities
- Create two way forum
- Openly and honestly discuss options
- Demand excellence from managers / staff
- Don't do reviews because you "have to" and last minute
- Create internal internships, opportunities
- Not all jobs are equal – say so and reward accordingly
 - Service vs development
 - Bonus for critical completions
 - Recognition



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#7 Develop New Breed of IT Professionals

- **Mix technical and soft skills**
(Communication, business needs, collaboration, teams, project management)
- **Multiple talents (data base, network, applications)**
- **Still require experts (applications, systems, network)**
- **Bring in experts and transfer knowledge**
- **Develop user skills to equal IT skills**
- **Greater risks, bigger projects, new horizons**



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#6 Work with Human Resources

- Partner to develop new support systems
- Hewitt – 27% use broadbanding, 30% considering
- Required for reengineering
- Future – Pay decentralized (with standards) and tied to business objectives, market, and accomplishment driven
- **Broadbanding**
 - Fewer levels
 - Broader pay ranges
 - Fewer job descriptions
 - Flexibility for staff movement
 - Flatten organization, eliminate bureaucracy
- **Competency based pay**
 - All merit
 - Reward excellence
 - Tie to reviews with goals / accomplishments
 - Encourage creativity and initiative
 - Responsibility for projects / teams



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#5 Education and Training

- Provide education and training at institution, department, and individual level
- Link to Annual Review with a plan
- Core component of new systems
- Team with users
- Allocate training time as a priority
- Encourage advancement, life long learning
- Use technology (web based, distance, at home)



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#4 Provide the big picture

- IT is critical part of institutions future
- Develop plans in concert with institution
- Encourage participation in institutional activities
- Create partnerships with Users



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#3 Reward accomplishments, especially teams

- Recognize team efforts
- Highlight accomplishments
- Acknowledge success



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#2 Have fun and create a pleasant workplace environment

- **Add to a persons quality of life**
- **Have employees enjoy coming to work**
- **Put problems in perspective**
- **Reduce stress by instituting good practices / procedures**
- **Maintain a sense of humor**
- **Encourage external activities**



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#1

- **Balance # 2 – 10 in a well managed, cohesive, and thriving environment to have success in recruiting, training, and retaining staff**



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Boston College & Project Delta's Mission

“Boston College seeks to be recognized as the best managed university in the nation by adopting twenty-first century network computing as the means to deliver prompt, personal service and information to all constituents in a do-it-yourself manner every day and all day and by deploying a highly productive, broadly skilled cadre of employees.”



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