



EAB

Competing for IT Talent in a Tight Labor Market

How to Build a Talent Shortage-Resilient IT
Organization

Meet the Research Team



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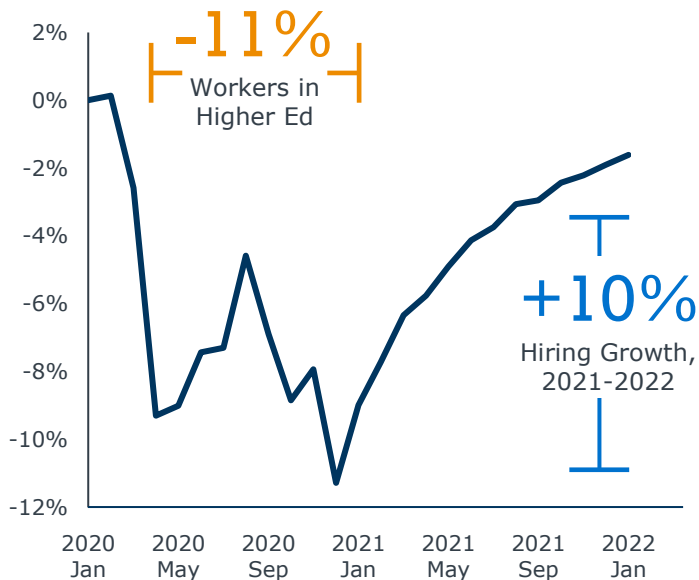
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Recruit-Hire-Turnover-Repeat

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Herculean Hiring Efforts Bring Higher Ed Near Pre-Pandemic Staffing Levels...

Percent change in total employees, seasonally adjusted



...But No Reprieve in Sight Amid Record-Setting IT Job Postings and Turnover



+132%

Increase in job postings for IT staff in higher ed (July 2020–June 2022)



17%

Mean IT staff turnover rate (FY 2022¹); higher than overall higher ed turnover at 10-15%²

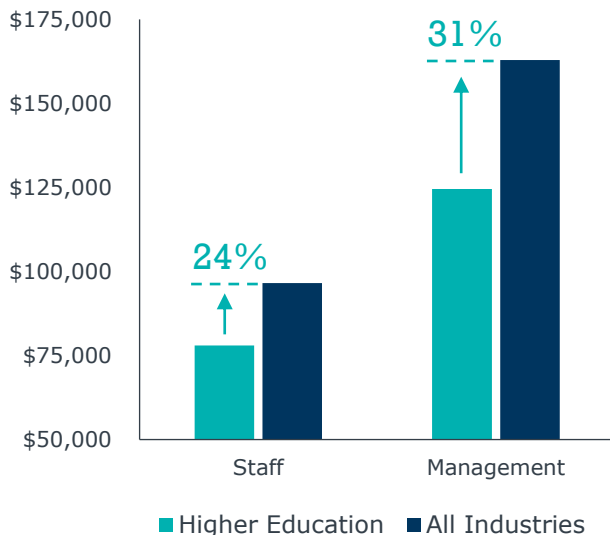
1) n=14 institutions.

2) n=72 institutions.

Tech Sector Remains an Appealing Draw

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U.S. Higher Education Salary Gap Continues



A Talent Seller's Market Indefinitely

\$ 2.5x

Highest pay increase offered from the private sector to poach an employee



1.7%

U.S. tech unemployment in 2022

Tech Layoffs Won't Save Us



138k

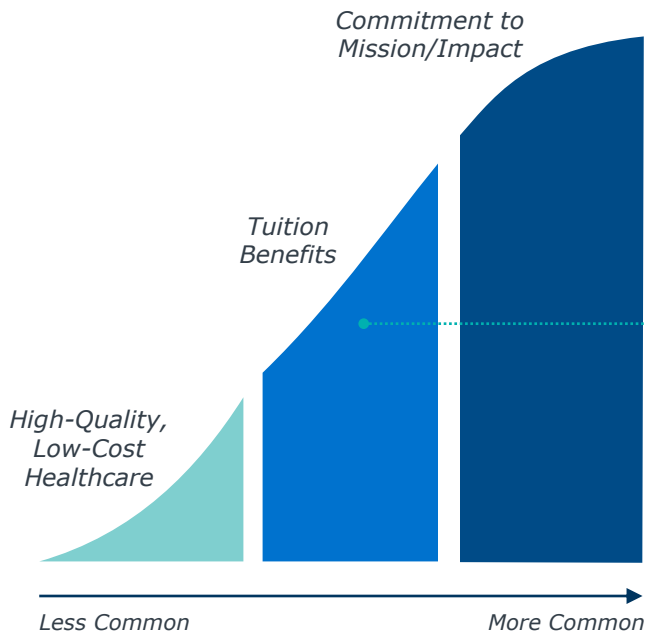
Number of tech employees laid off in 2022

Historic Differentiators Not Enough to Stand Out



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Out-of-Sector Adoption Curve of Traditional Higher Ed Differentiators



Many Companies Offer Tuition Benefits (Despite Underutilization)

48% Of employers offer tuition benefits in 2022

~5% Of employees take advantage of tuition benefits

Companies Now Turning Attention to Relieving Student Loan Burden

9% Of employers currently offer student loan repayment assistance

16% Of employers plan to offer student loan repayment assistance

Growing Number of Vacancies Difficult to Fill



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Candidate Demands Skyrocket as Vacancies Mount



CIO hired two system administrators with **less experience** than requested—and **for \$10k more** than experience merited.



CIO finds candidates that **do not have the skills** to fill senior level positions still demand salaries from \$210,000 to \$250,000.



CIO courts external candidates for senior roles for **over six months** of coffees and lunches.



CIO reported that one of her directors was **cold-called and hired within two days** after being offered a 50% salary increase.

Bureaucratic HR Processes an Added Hurdle



When one CIO got to the on-campus interview stage for a cybersecurity director role, **three out of five candidates dropped out** with other offers.

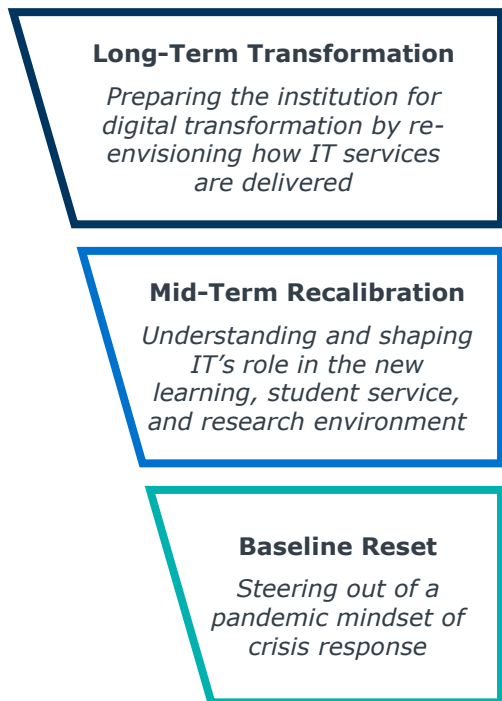


CIO was forced to post a job externally even though he wanted to promote an internal candidate; in the interim, the **internal candidate accepted another job offer.**

Talent Shortage Comes at Pivotal Moment for IT



Three Levels of Aspirations for CIOs



Talent Questions to Consider:

- Are IT staff ready to make huge pivots in tools, processes, and projects?
- Does the current organizational structure best equip IT to advance institutional priorities?
- Do we have the right roles to pivot the campus to a seamless hybrid experience?
- Can IT staff accommodate major strategic initiatives (in addition to normal role)?
- Do staff know what is expected of them?
- Have you taken steps to protect their workloads and enabled them to say no?



Roadmap for Today's Discussion

How to Build a Talent Shortage-Resilient IT Organization

Retain

Restructure

I

Address Most Egregious Pain Points to Improve Employee Retention

Tactic 1: Proactive Compensation Adjustments

Tactic 2: Flexible Work Arrangements

II

Upskill Employees at Every Level of IT Organization

Tactic 3: Career Pathway Lattices

Tactic 4: Personalized Professional Development

Tactic 5: IT-Specific Leadership Development

Tactic 6: Internal Talent Marketplace

III

Rescope Roles to Steer Employees Toward Strategic Activities

Tactic 7: Preference-Driven Role Recalibration

Tactic 8: Special Projects SWAT Team

IV

Embrace Bottom-Heavy Organizational Structure

Tactic 9: Workforce Refactoring

Tactic 10: Student-to-Employee Pipeline Programs



Rescope Roles to Steer Employees Toward Strategic Activities

SECTION

- Tactic 7: Preference-Driven Role Recalibration
- Tactic 8: Special Projects SWAT Team

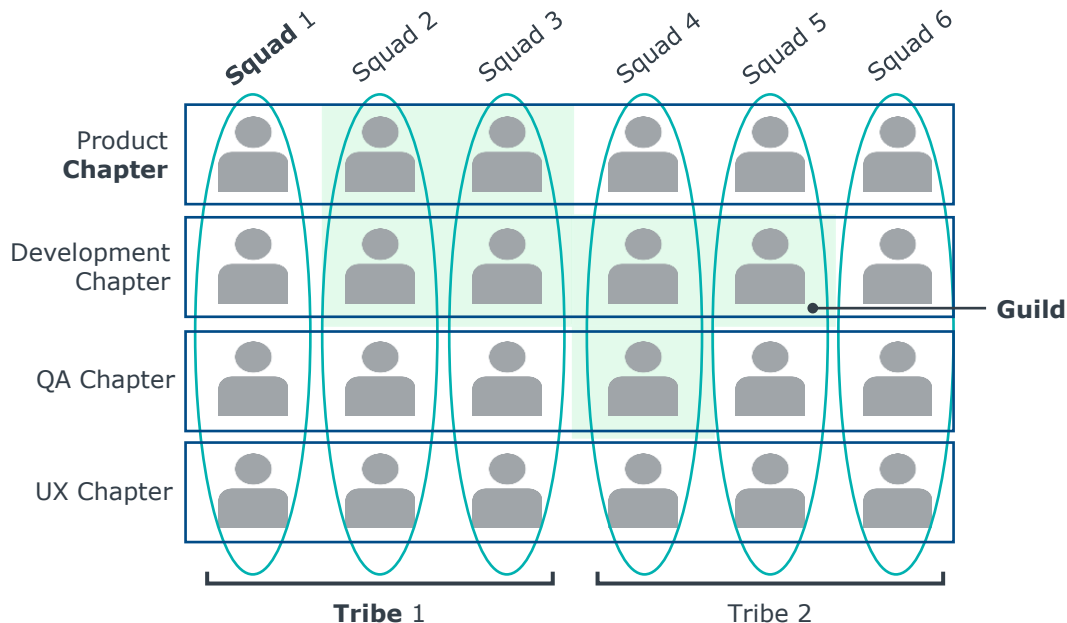
III

Spotify Uses Novel Org Structure to “Scale Agile”

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Goals of Spotify’s Organizational Structure

- Rejection of traditional hierarchy
- Autonomous, empowered teams
- Simplified knowledge sharing and collaboration



Borrowing From Silicon Valley

Sheffield Adopts Corporate Product-Led Organizational Model For IT Teams

Six Product Teams Aligned to University Priorities

- | | |
|-------------|-----------------------------|
| 1 Education | 4 Corporate Workforce |
| 2 Research | 5 Workplace |
| 3 Students | 6 Infrastructure & Enablers |

Additional Details

- 65% of IT Services staff organized into six product teams
- Each team includes product lead, product manager, business analyst, and full-scale delivery team
- Teams sponsored by senior leader in academy; e.g., VP of Education sponsors Education team
- Teams share communities of practice for scaled functions (testing, integration, etc.)



University of Sheffield's Corporate-Style Governance



IT leaders develop **five-year strategic roadmap**, investments driven by customers' business needs



Teams go through **zero-based budget exercise** on annual basis, mix of major efforts, maintenance



Each team **bids for funds** and receives funding based on university priorities

85%

Of **expected value delivered** in first full year ('21-'22) of adopting product-led organizational model

The Overwork of the Pandemic Has Become the Overwork of Job

“The pandemic was a massive onslaught of work for IT. And for five semesters in a row—so it also got mundane. We needed to be creative to keep staff engaged.

*Lois Brooks
CIO
University of Wisconsin–Madison*

“During the pandemic, staff wore ten hats. Now they’re trying to return nine of those hats—but they’re finding they can only return four.”

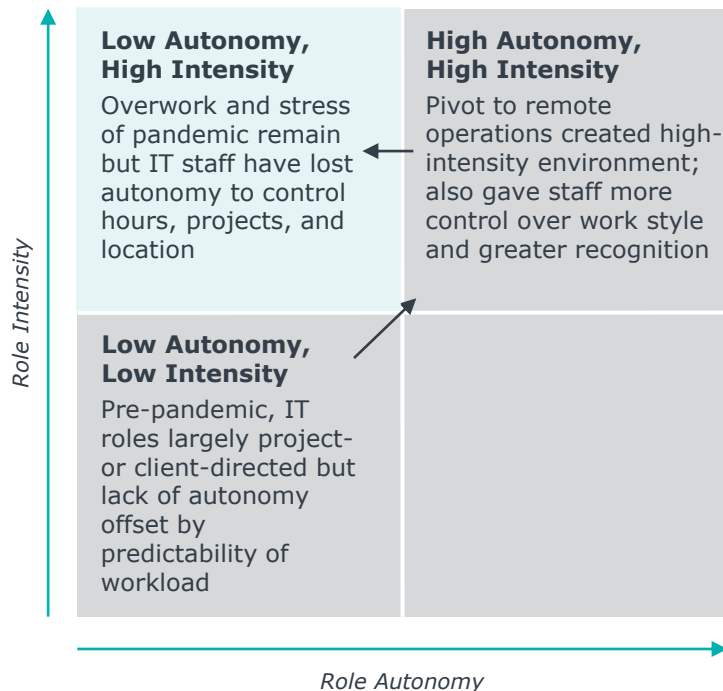
*Chris Manriquez
Vice President of IT
California State University,
Dominguez Hills*

The Square Dance of Disengagement

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Post-Pandemic Conditions Leave IT Workers With The Worst of Both Worlds

Visualization of Shifting Autonomy and Intensity of IT Roles Since Pandemic



Two Key Challenges

1 Emerging from all-hands-on-deck spirit of pandemic, staff struggle to redraw the boundaries of their roles.

 **Tactic 7: Preference-Driven Role Recalibration**

2 IT departments and staff members must balance lingeringly high workloads and pushing forward on strategic initiatives.

 **Tactic 8: Special Projects SWAT Team**

Recalibrate Roles and Reinspire Employees



How W&M Implemented Preference-Driven Role Recalibrations

Gather Data on Staff Skills and Interests



Shift Staff Into Roles According to Preference



Rescope and Optimize Responsibilities

- W&M's CIO used surveys to create a **skills inventory** on IT staff skills, interests, and goals.
- CIO also scheduled **check-in meetings** with IT staff to corroborate this data and collect more insight on staff project preferences.
- CIO shuffled staff into preferred roles based on staff skills, interests, and availability.
 - Shifted disengaged IT staff from technical roles into **more communications-oriented roles**.
- CIO created **skills-based teams** focused on specific project components.
 - Created two teams for formerly traditional support staff: (1) an AV design and (2) an AV implementation team.

Positive Impacts of Role Recalibration:



- Reengages IT staff by rescoping roles to align with preferences
- Reduces side-of-desk work by clarifying priorities and responsibilities

Union Shops Face Greater Hurdles in Retention

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CBAs an Unintentional Barrier to Retention

Collective bargaining agreements (CBAs) in unionized IT shops can:

- ▶ Prevent salaries increases more than once per year
- ▶ Restrict salary increases unless institution proves significant changes in a worker's job
- ▶ Dictate strict salary bands dependent on job level/experience
- ▶ Bar CIOs from creating new positions and/or terminating staff in roles no longer aligned to departmental needs

Oregon Tech Manages Budget-Neutral IT Talent Re-Org Despite Union Hurdles

Using the **unclaimed budget** of a **manager position** left intentionally **vacant**, **Oregon Tech** was able to shuffle staff internally into more interest-aligned roles without creating or removing any positions.

Original Role



PM Systems
Admin



Banner DBA
Analyst
Programmer II



System
Admin III



Director of IT
Operations

Results of Re-Org

- Majority of IT staff received a **promotion**
- Majority of IT staff received at least a **5% increase in compensation**
- Campus reported **higher rates of satisfaction**
- Increased output **10x**



Two Opportunities to Dole Out Strategic Work

Carve Out 20% of FTE Time As an Upskilling Opportunity



University of Sheffield's GITR ("Getting it Right") Team is comprised of mid-level IT managers who volunteered to work **part-time** to identify and address IT's biggest issues.

80% = Primary job **20%** = SWAT team

Types of Projects Completed

- ▶ Overhauled IT governance model to eliminate unnecessary red tape
- ▶ Identified and streamlined 27 access points into IT services (i.e., "front door processes") for security purposes

Create a Dedicated Full-Time SWAT Team



SUNY Binghamton's agile Innovations Team, staffed by four **full-time software developers** promoted to the team, completes timely strategic IT projects.

Types of Projects Completed

- ▶ Expanded VDI¹ pool in a week to allow students remote access to labs/software
- ▶ Transformed research office's processes (e.g., HR, hiring, and payroll) from paper-based processes to paperless
- ▶ Developed and provides ongoing support for the university's identity and access management system

SUNY Binghamton's innovations team **increased productivity** within the IT department by

+20%

1) Virtual Desktop Infrastructure.



Embrace Bottom-Heavy Organizational Structure

SECTION

- Tactic 9: Workforce Refactoring
- Tactic 10: Student-to-Employee Pipeline Program

IV

The Higher the Climb, the Harder the Hire



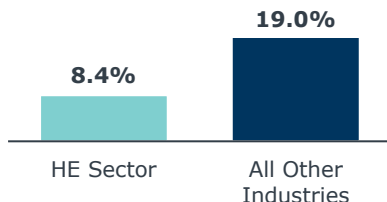
Have We Checked the Sales Pitch?

Three Takeaways from Analyzing IT Labor Market Data in the U.S.

1

Higher ed offers **fewer remote work opportunities** than other industries.

Percentage of Job Postings Advertised as Fully Remote



2

Higher ed is more likely to focus on **system administrator and technical support** positions vs. software engineers and developers.

3

Higher ed job postings **fail to advertise** opportunities to work on specific emerging programming and software tools:

- Docker
- JIRA
- React.js
- RESTful API
- Node.js

Introducing [IT Labor Market Analysis for Higher Education](#)



- Latest labor market data and trends to inform how you advertise jobs and recruit talent
- Regional and national analyses compare higher ed to all other industries
- Reports include insights in following areas: remote work opportunities; in-demand job titles and skills; trending and fundamental skills; experience and education levels requested

The Home Team Advantage



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Tallying Up the Hidden Costs of Over-Relying on External Talent

50-75%

Replacing an employee with an external hire costs 50-75% of the employee's salary, on average

21%

Higher voluntary turnover rate for external hires

\$49M

Loss of revenue at an average-sized company due to a lack of internal hiring

Internal Talent Brings Added Recruitment and Retention Benefits



2-6x

Faster hiring timeline for internal candidates



75%

Of promoted employees will stay for at least three years

Move Staff Upwards, Push Vacancies Downwards



UCIRVINE

IT's "Refactoring" Policy

New level 4 programming position opens up

IT management assesses internal level 3 staff for promotable candidates

Level 3 candidate promoted to level 4 role with adjusted responsibilities

Some level 3 and 4 work moved downwards, positioning other staff for potential promotion

May open level 1, 2, or 3 search (instead of level 4)

Internal Promotion

Benefits

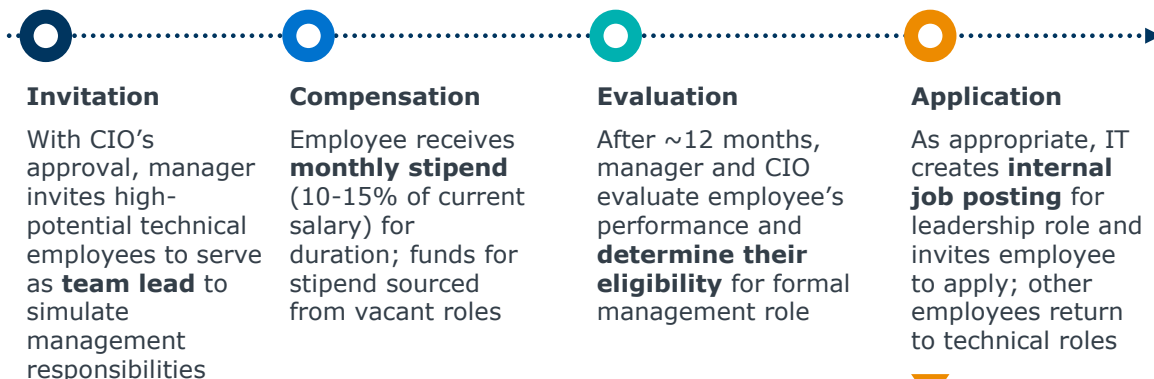
- ✓ Pushes vacancies down to lower levels that are easier to fill
- ✓ Eases career advancement for existing staff
- ✓ Reduces attrition (7%¹ in IT, vs. 14% for UC system)

1) 2022 figures.

Try (Management) Before You Buy

CoC Allows Staff to Temporarily Take on Management Responsibilities

College of Charleston's (CoC) Process for Creating Temporary Team Leads



"I tell my staff 'anyone who wants to be in management must be comfortable with going home at night feeling like nothing was accomplished and with ambiguity.' Most tech folks struggle with both."

Mark Staples, CIO
College of Charleston

67%

Percent of staff promoted into management roles

A Continuously Replenishing Pool of Student Talent

50% of UMBC Workforce Started as Student Workers

Four Components of UMBC's Student Internship Program



Critical Student Infrastructure

UMBC boasts robust student workforce with **80 student workers** to supplement 80 full-time employees.

25%

of all labor hours worked by students



Uncapped Opportunities

Students start at help desk and apply to roles **in all areas** (i.e., data analytics, networking, HPC cybersecurity).

Flexible schedules give students time for classes, clubs, etc.



Creative Recruitment

IT **accepts faculty referrals** for student workers and asks IT staff to **teach courses** or deliver guest lectures about IT opportunities.

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Referrals for student workers per term



Graduate Support

UMBC hires graduate students as assistants in specialized areas (e.g., cybersecurity) and **provides tuition aid**.

Some students receive **contingent contracts** while finishing degree.

Make Your Student Internship Program More Robust

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Strategies to Mature Student Internship Programs

Representative Case Study



Better skills development and hands-on training opportunities



Rice University's Student Security Operations Center allows interns to develop in-demand cybersecurity skills like live threat-monitoring.



Formalized pay structure that offers more pay for higher skills (e.g., management)



Towson University's formalized pay scale offers entry-level students \$15/hour and increments up to \$17.50 for managers.



Develop student-to-employee pipelines at all levels



Wisteria University¹ is developing a fellowship program where students can earn their Master's degree for free while working for the IT department for two years.



Increase diversity of student workers—and make upskilling opportunities more equitable



UMBC partners with the Center for Women in IT to encourage more women to apply and never assigns them to service desk.

60%

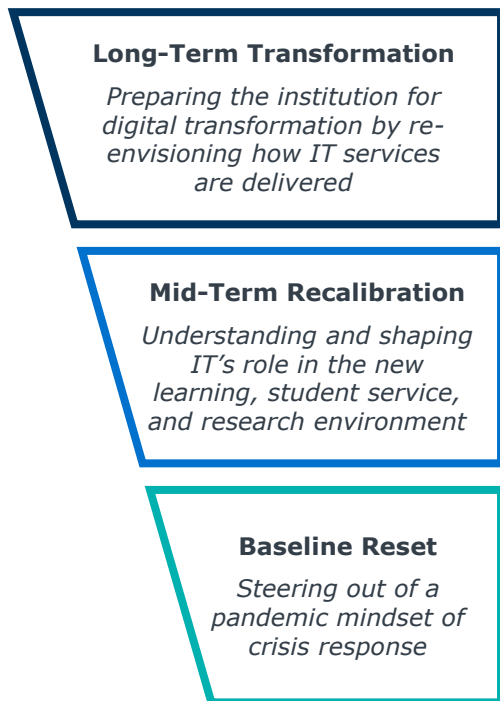
of student employees at UMBC are URM² and/or female.

1) Anonymized institution.
2) Underrepresented minorities.

IT's Pivotal Moment Hinges on Talent



Three Levels of Aspirations for CIOs



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Introducing EAB's Strategic HR Research

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Six Non-Negotiables for Campus Leadership Teams

1

Redefine talent as **competitive differentiator**, enabler for achieving institutional aims (e.g., student success, well-being)

2

Act as a "**Talent Maker™**" and take responsibility for talent outcomes

3

Embrace talent as **collective asset** to be developed and shared (not hoarded)

4

Set **talent strategy** based on institutional goals, employee values (not personal beliefs or work preferences)

5

Define, affirm, and implement a shared commitment to **employee well-being** and **internal career mobility**

6

Prioritize enhancing both your student value proposition and **employee value proposition**

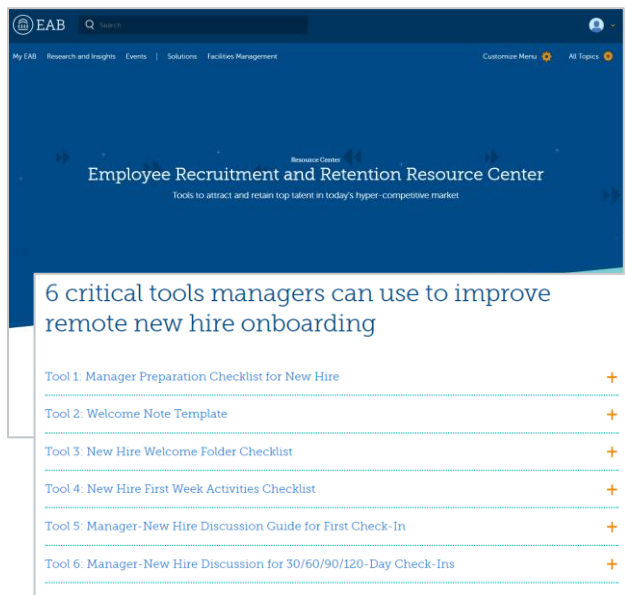


Research Available Now



Resources for Further Exploration

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Source: [EAB IT Labor Market Analysis for Higher Ed](#); [EAB Employee Recruitment and Retention Center](#).



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