Welcome to

CMIT

People Strategies

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President & CEO
people³ - A Gartner Company

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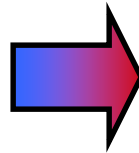A Gartner Company

"It's Time to Rethink IT"

From	To
IT Strategy Reacts to Business	Business & IT Drives Strategy
Three to Five Year Strategy	Transitional Strategy
Seeks Stability	Ongoing instability
Preference for Internal Competence and Knowledge	Reliance on ESPs and Temporary Skills
Hierarchical	Fluid
Process Steps	Rules of Interaction, Few Rules
Discrete Org. Functions	Integrated Business and IS Teams
Individuals	Networked Teams
Specialized Roles	Families of Work
Physical Presence	Virtual Presence

The Employee Lifecycle:
The "New Breed" IT Professional

Risk

Before
- 1 Company
- 30 Years
- Few Positions
- Low Risk
- Low Payoff

Current
- 4-6 Companies
- Tenure of 4-5 Years
- Multiple Positions
- Some Risk
- Increased Payoff

Future
- Multiple Companies
- Start-ups
- Multiple Positions
- Short Lifecycle
- High Risk
- High Payoff

Payoff

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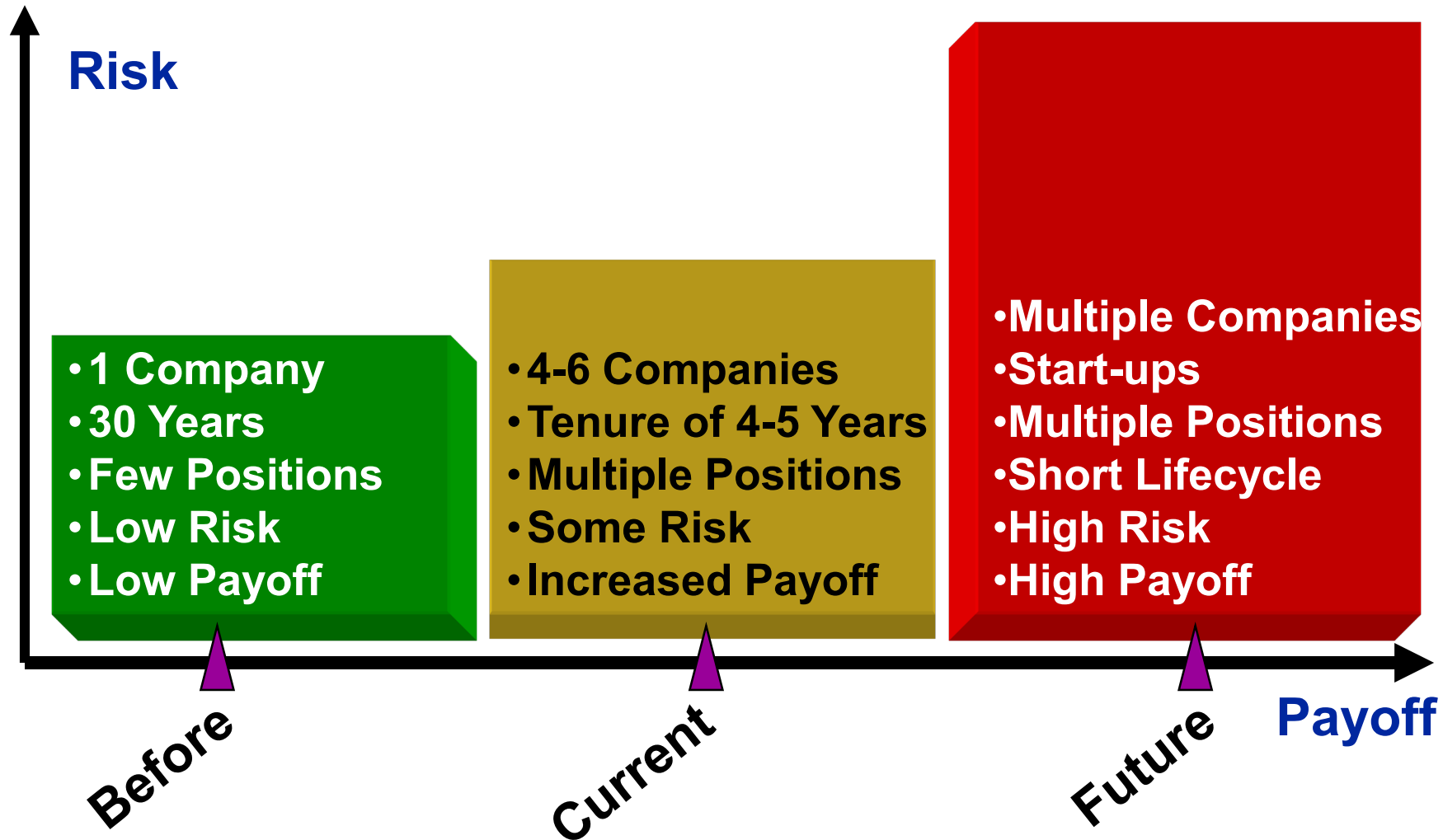
The Evolution of the Work Place

dot com's - **70 hour week**
high risk / high payoff
"fun culture"

Spin-off

.com

Spin-off
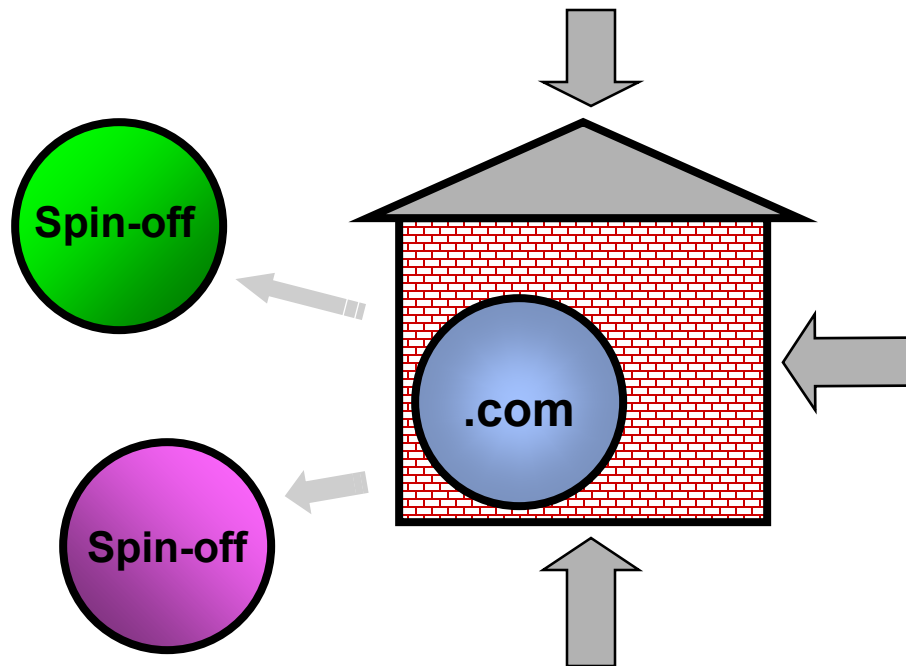
dot com in a Bricks & Mortar
50-55 hour week
medium risk / upside
dual culture
best of both worlds

Bricks & Mortar - **45 hour week**
low risk / low payoff
protocols in place

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Length of Recruitment

Database Administrator	(4.4 Months)
Network Architect	(4.2 Months)
Intranet Web Architect	(4.0 Months)
Network Engineer	(3.8 Months)
e-Commerce Manager	(3.7 Months)
e-Commerce Analyst	(3.7 Months)
IT Business Planning Manager	(3.6 Months)
Manager Client Technologies	(3.6 Months)
Web Application Programmer	(3.6 Months)
Webmaster	(3.5 Months)
Web Systems Administrator	(3.4 Months)
Project Manager	(3.3 Months)

Average Number of Months to Fill Positions

Source: people[3] 2000 IT Management Compensation Study

people[3]
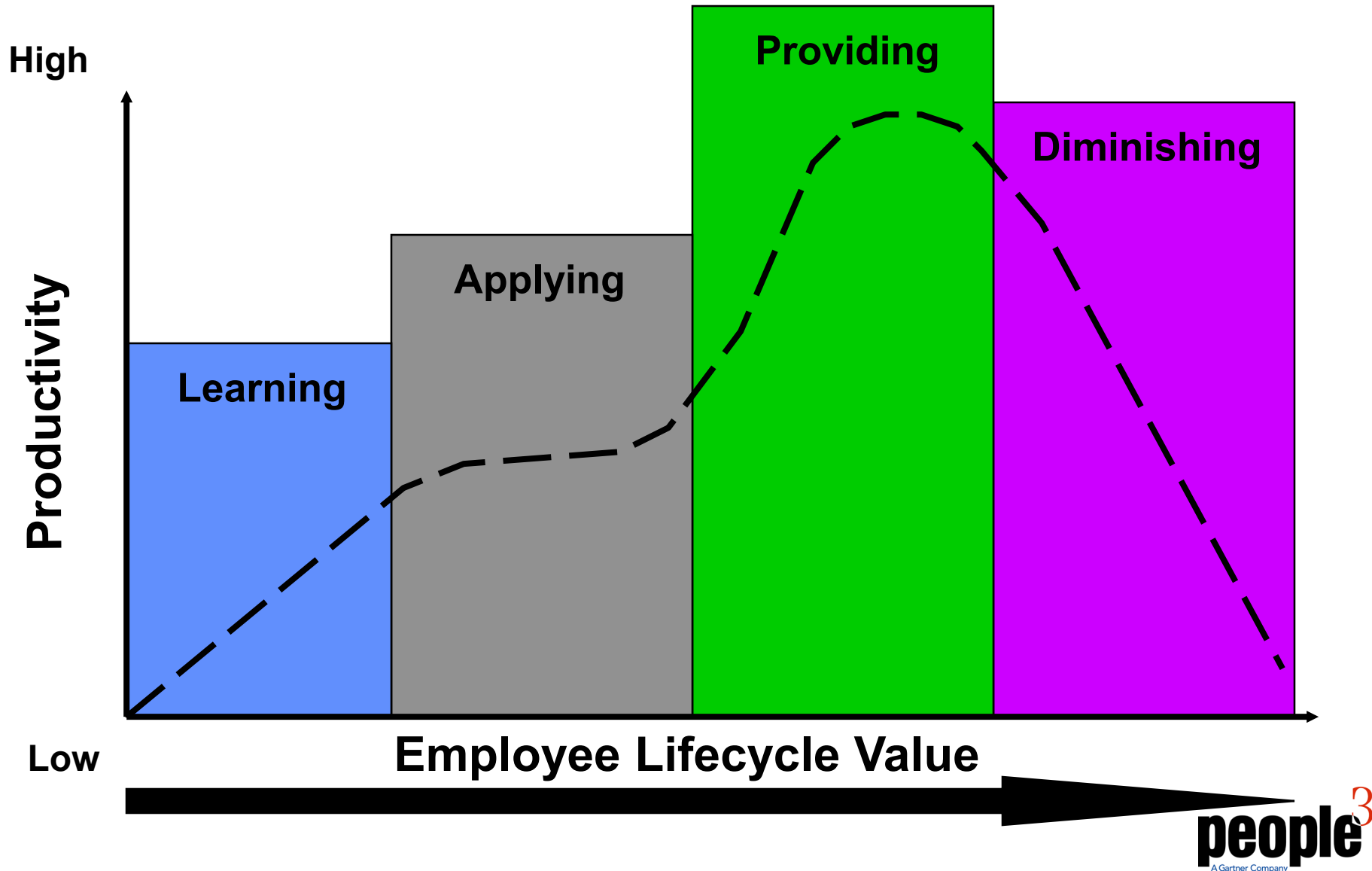A Gartner Company

Determine Employee Lifecycle Value (ELV)

ELV = The total value (knowledge, ideas, productivity, leadership) a company receives from the employee during their lifecycle.

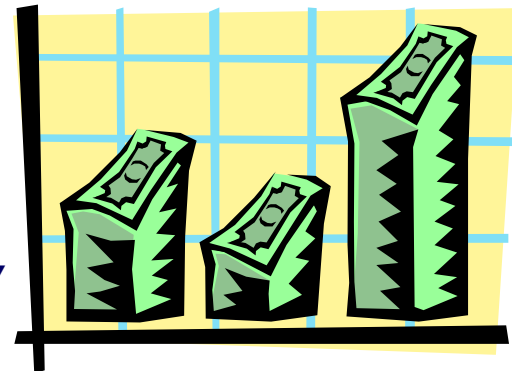**Knowledge + Ideas + Productivity + Leadership = ELV**

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Stages of Employee Lifecycle

What is true "Market" Rate?

Systems Consultant	1999	2000
– Corporate data*	$ 74,800	$ 82,000
– Recruitment firm*	$101,000	$102,000
– ELV**	$ 90,000	$ 95,000

- 9.7% increase between 1999 and 2000 (Corporate)
- 1% increase between 1999 and 2000 (Recruitment)
- 8.7% gap between Corporate and Recruitment
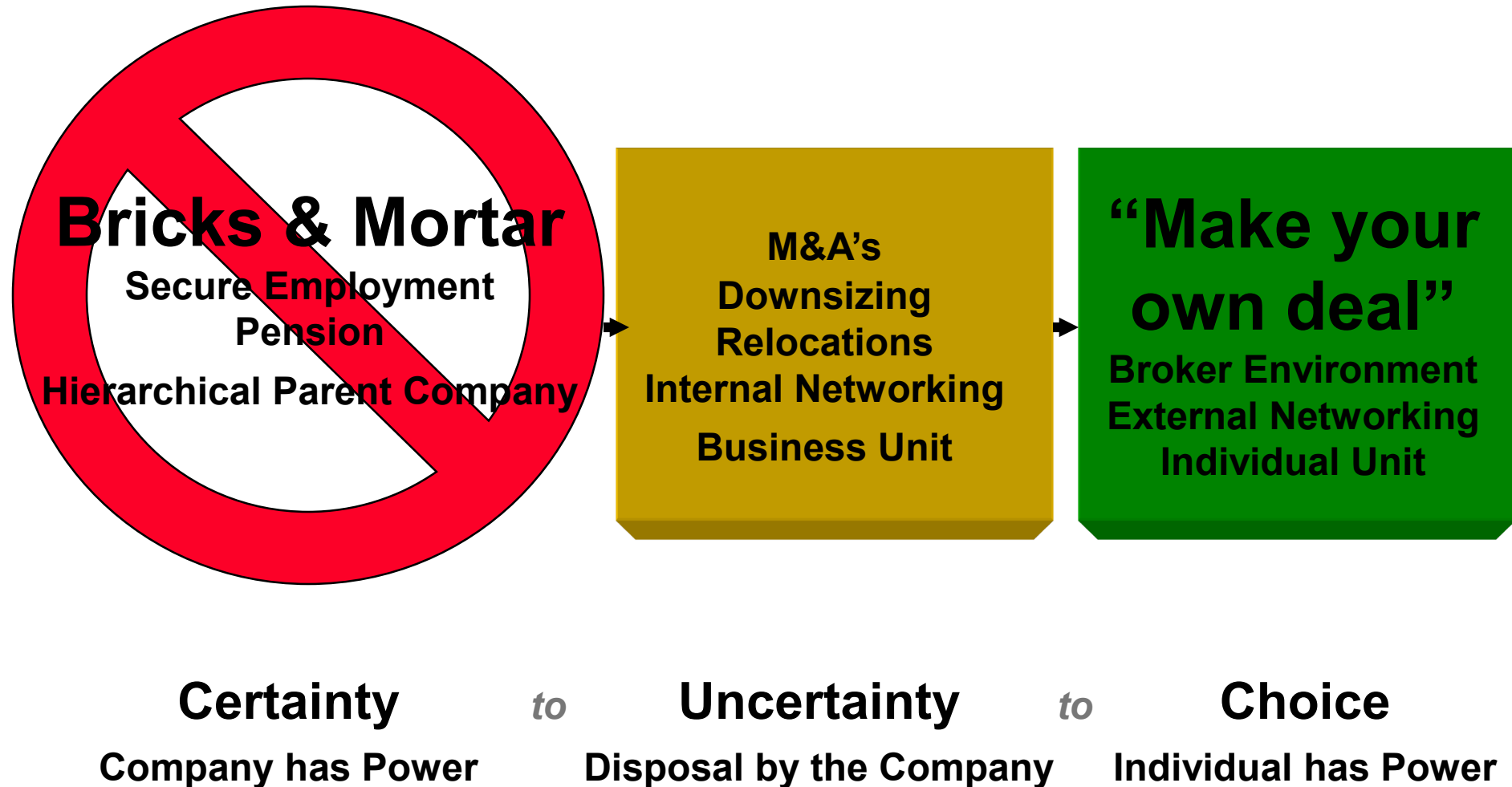
2000 people[3] IT Market Compensation Study
Subjective Data

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Each of Us is a Contractor…

Bricks & Mortar

**Secure Employment
Pension**

Hierarchical Parent Company

**M&A's
Downsizing
Relocations
Internal Networking**

Business Unit

"Make your own deal"

**Broker Environment
External Networking
Individual Unit**

Certainty *to* **Uncertainty** *to* **Choice**

Company has Power **Disposal by the Company** **Individual has Power**

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# The Individual Broker

"Who We Are"

- Skeptical of corporations
- Loyalty is diminished
- Work/Life issues of great importance
- Work less central to our identity
- WIIFM is the focus
- Theatrical

"What We Want"

- Control our own fate
- Strategic influence
- Work with diverse thinkers
- Big fish in small pond
- Ability to experiment
- Being connected
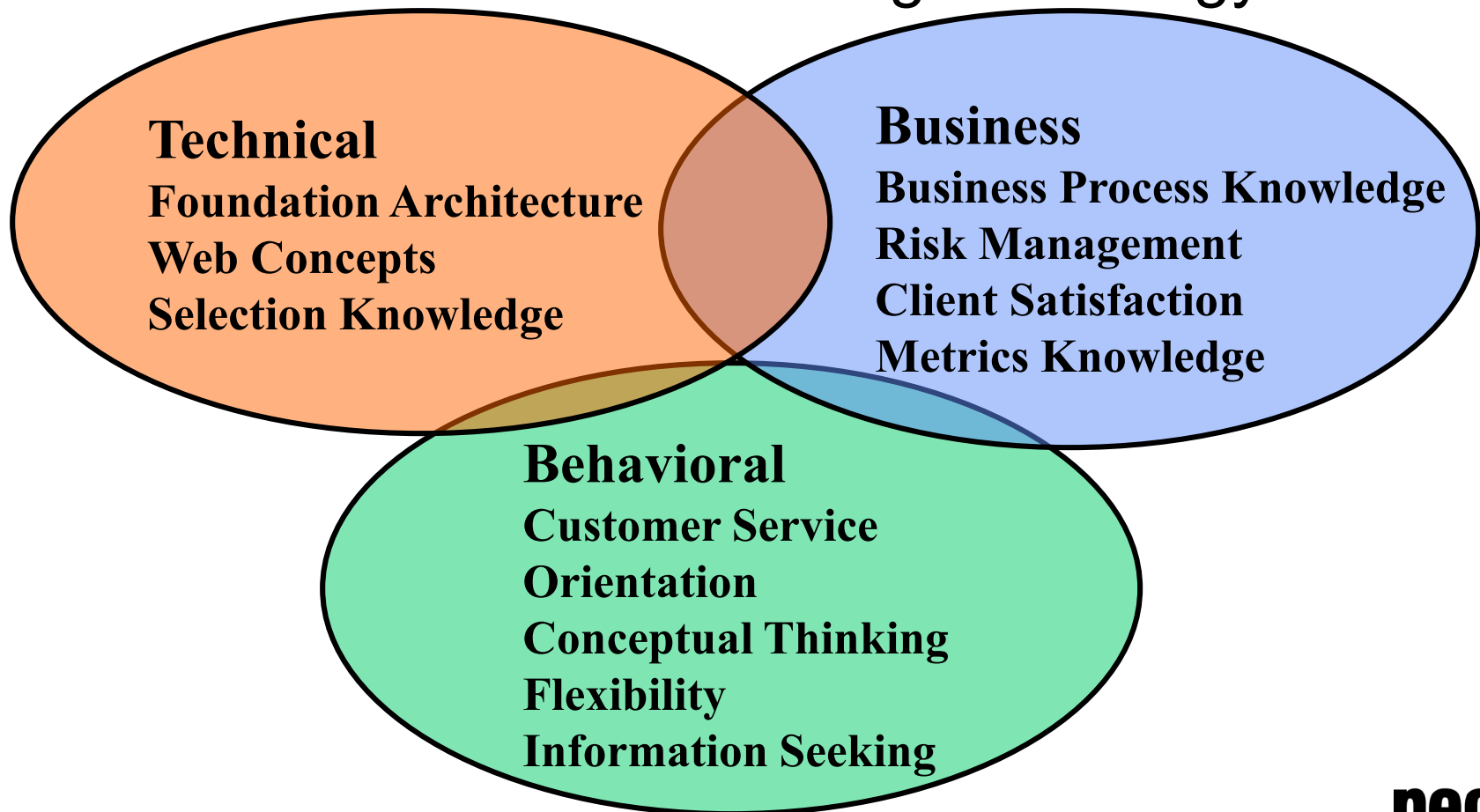- Employment contracts

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Manage to Individualism

- Recruitment Strategy by Demographics
- Offer Proposition by Role, Skill Level, Technology, and Market
- Retain by Individualism

Demographics

Role, Skill, Technology, & Market

Individualism
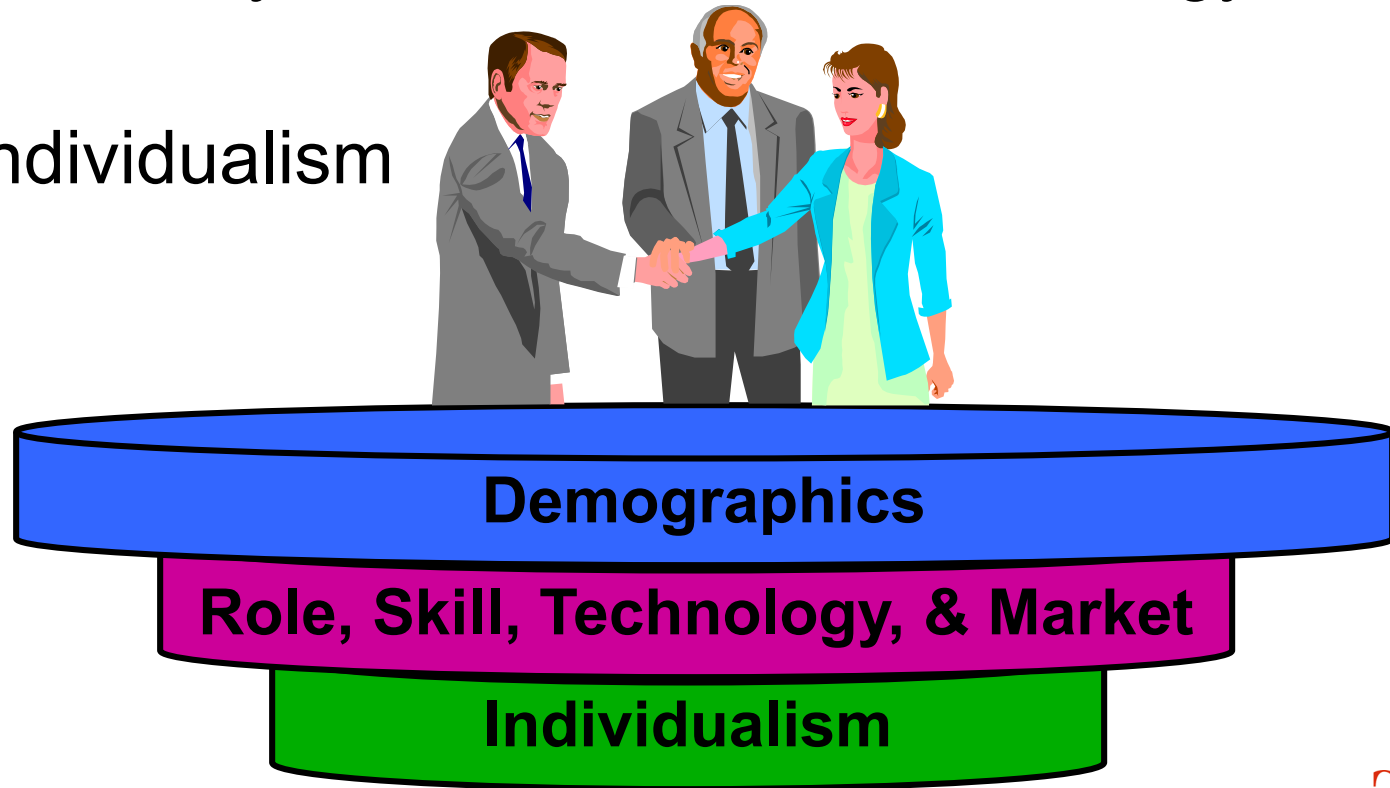
Required Competencies in Emerging IT Roles

Competencies in the new environment relate to tying business functions with enabling technology

Technical
Foundation Architecture
Web Concepts
Selection Knowledge

Business
Business Process Knowledge
Risk Management
Client Satisfaction
Metrics Knowledge

Behavioral
Customer Service
Orientation
Conceptual Thinking
Flexibility
Information Seeking

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Match Competencies of People to Teams

Team Types

Strategic
- multiple plans / multiple contingencies
- scope management
- strategic alliances

Implementation
- client relationship management
- release and re-release
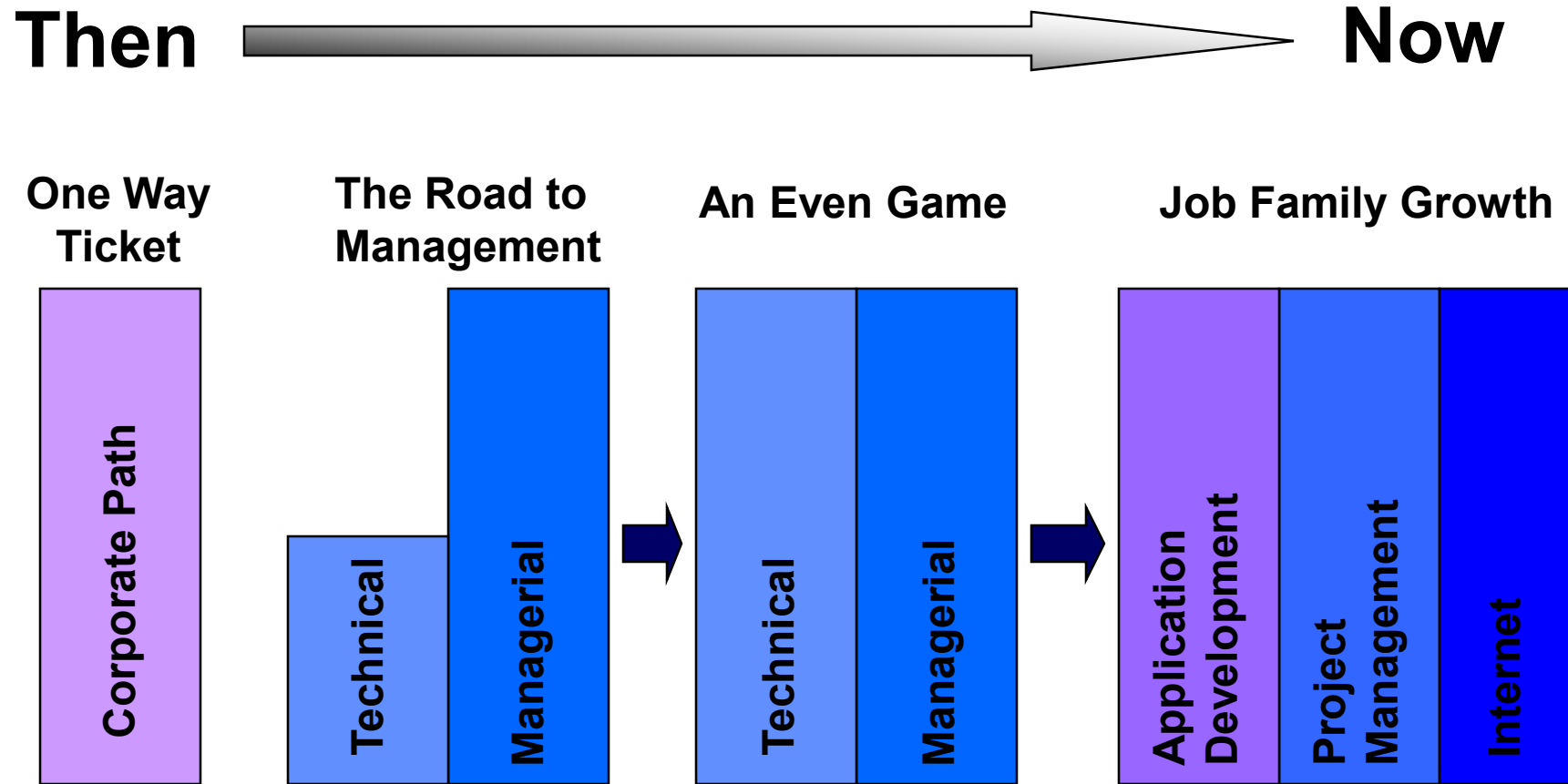- project management

Operational
- cost center function
- outsourcing
- process management

Environmental
- being first and buying first
- early adopter participation
- competitive analysis

Evolution of Career Paths

Then ➡ **Now**

One Way Ticket	The Road to Management	An Even Game	Job Family Growth
Corporate Path	Technical / Managerial	Technical / Managerial	Application Development / Project Management / Internet

Career Development Components

Each Job Family has the following five components:

General roles and responsibilities of a job family

general characteristics

Describes the differentiating characteristics between levels of work within a job family

career path

competencies summary
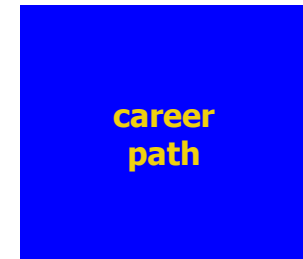
Measurable pattern of behaviors, skills, and knowledge which causes or predicts superior job performance

assessment tool

A tool used by employee and manager to assess the level of proficiency at which the individual is performing

learning map

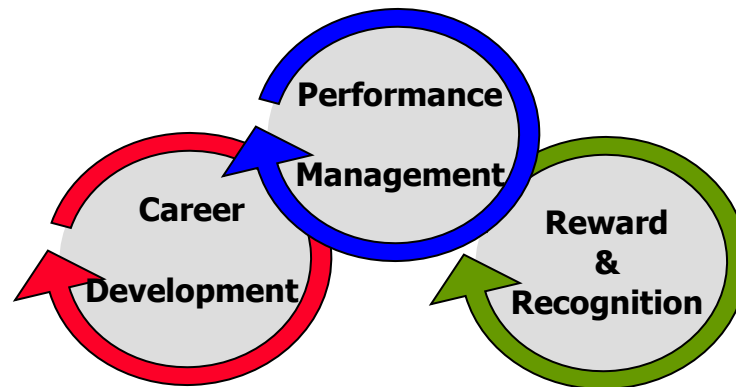**Provides developmental activities**

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Performance Management

- Goals & Objectives - "what" was done to meet the needs of the business. In the area of salary treatment, this element affects 'bonus'.

- Skills & Competencies - "how" activities are done - the professional element. In the area of salary treatment, this element affects 'base salary'.
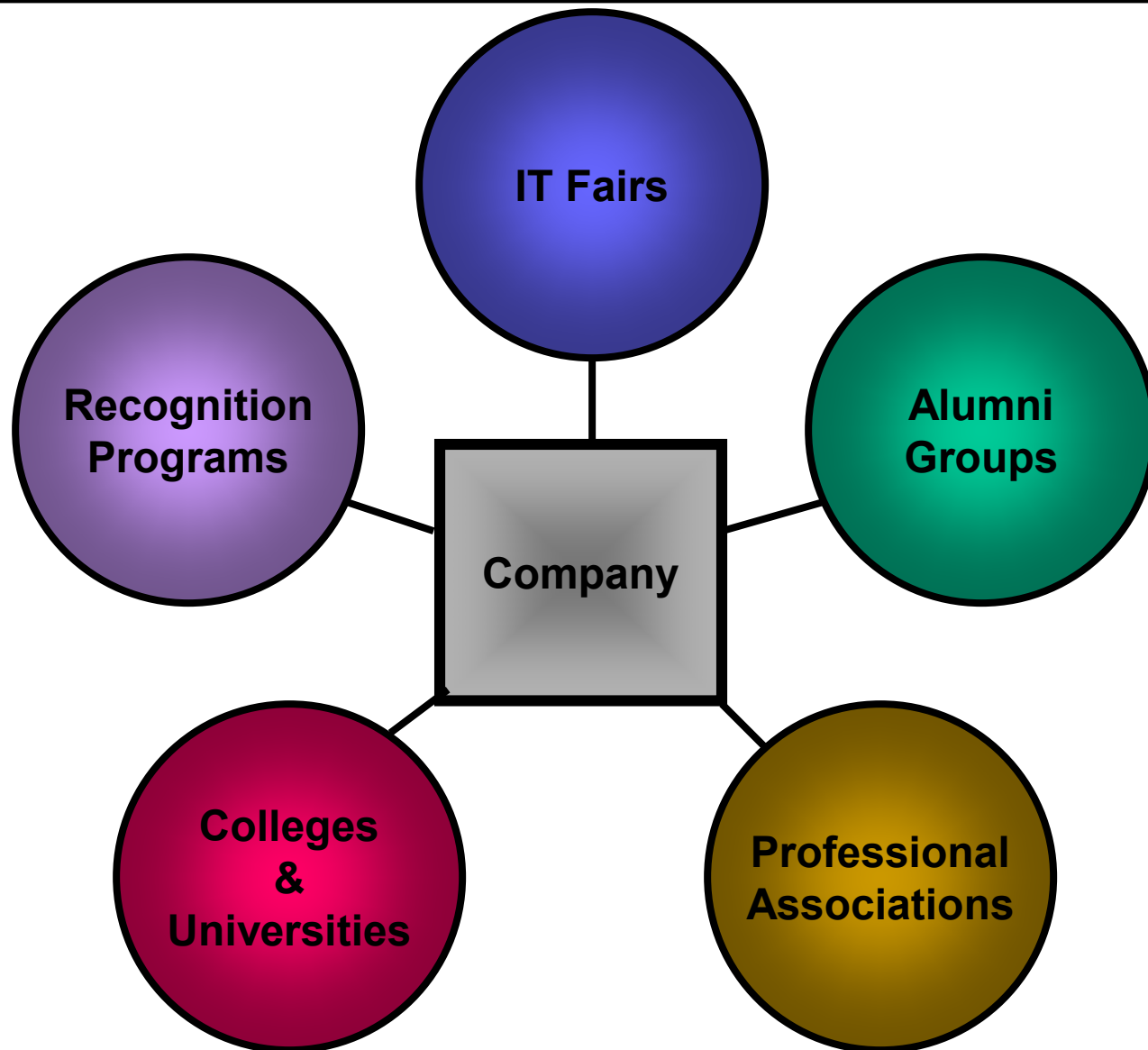

Components of Performance Management

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"Building Community"

People Strategy & Recommendations

- Determine the "to be" culture of the organization - rethink IT.

- Create a sourcing strategy that allows you to manage human resources to their lifecycle.

- Determine the Employee Lifecycle Value (ELV) for your key employees.

- Maximizing human capital by managing to stages.

- Evaluate market rate by understanding incumbent, recruitment, and ELV data points.

- Create a recruitment and retention strategy that considers demographics, role, skill, technology, market and individual.

- To maximize productivity, hire by competencies and align people competence to team.

- Create, deploy, and govern career paths that support your IT strategy.

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