

# Challenges of Recruiting and Retaining Senior ICT Staff

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# Overview of the Presentation

- Who is a senior ICT staff
- What hiring manager want for ICT 2015 and beyond
- Challenges in recruitment
- Challenges in staff retention
- Conclusion

# SENIOR ICT STAFF

- Skills Framework for the Information Age (SFIA) levels of responsibility (BCS 2014).
- This framework classifies personnel into seven levels based on degree of autonomy, Influence, complexity and business skill required.
- Level 4 are managers while level five and above are leaders in their discipline.

# Senior ICT Staff

SFIA	Definitions
1	Follow
2	ASSIST
3	APPLY
4	ENABLE
5	ENSURE, ADVISE
6	INITIATE , INFLUENCE
7	SET STRATEGY, MOBILIZE

# Enable - SFIA level 4

- **Autonomy**

Works under general direction within a clear framework of accountability.

Substantial personal responsibility and autonomy.

Plans own work, to meet given objectives and processes.

## **Influence**

Influences team, and specialist peers internally.

Influences customers at account level and suppliers.

Some responsibility for work of others and allocation of resources.

Participates in external activities related to specialization.

Decisions influence success of projects and team objectives

# SFIA- LEVEL 4- CONT.

- **Complexity**

Broad range of complex technical or professional work activities, in a variety of contexts.

**Business skills**

Selects appropriately from applicable standards, methods, tools and applications and use.

Demonstrates analytical and systematic approach to problem solving.

Communicates fluently orally and in writing and can present complex technical information to both technical and non-technical audiences.

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# SFIA- LEVEL 4- CONT.

- Is able to plan, schedule and monitor work activities in order to meet time and quality targets and in accordance with health and safety procedures.
- Is able to absorb rapidly new technical information and apply it effectively.
- Good appreciation of wider field of IS, how IS used in relevant employment areas and how IS relates to the business activities of the employer or client.
- Maintains awareness of developing technologies and their application and takes some responsibility for personal development

# Ensure, Advise - SFIA level 5

- **Autonomy**

Works under broad direction.

Full accountability for own technical work or project/supervisory responsibilities.

Receives assignments in the form of objectives.

Establishes own milestones, team objectives and delegates assignments.

Work is often self-initiated.

## **Influence**

Influences organisation, customers, suppliers and peers within industry on contribution of specialisation.

Significant responsibility for the work of others and for the allocation of resources.

Decisions impact on success of assigned projects i.e. results, deadlines and budget.

Develops business relationships with customers.



# Ensure, Advise - SFIA level 5

- **Complexity**

Challenging range – variety of complex technical or professional work activities.

Work requires application of fundamental principles in a wide and often unpredictable range of contexts.

Understands relationship between specialism and wider customer/ organisational requirements.

## **Business skills**

Advises on the available standards, methods, tools and applications in own area of specialisation and can make correct choices from alternatives.

Can analyse, diagnose, design, plan, execute and evaluate work to time, cost and quality targets.

# Ensure, Advise - SFIA level 5


- Communicates effectively, formally and informally, with colleagues, subordinates and customers.
- Demonstrates leadership and Clear understanding of the relationship between own area of responsibility /specialisation to the employing organisation and takes customer requirements into account when making proposals.
- Takes initiative to keep skills up to date.
- Maintains awareness of developments in the industry.
- analyse user requirements and advise users on scope and options for operational improvement.
- Demonstrates creativity and innovation in applying IS solutions for the benefit of the user

# ICT SKILLS \_2015

- Most people in the ICT sector start their career with a very technical skill set in a role such as developer or network administrator.
- But while these technical skills are critical to forming a strong foundation in IT, they're not the skills that will help tech professionals climb the management ranks.
- (Hudson 2014)

# ICT SKILLS \_2015

- The ICT sector has undergone a rapid transformation in recent years that has created demand for skills generally lacking in the current tech-heavy talent pool.
- The role of ICT managers have moved from the pure technical to dealing with Customer
- Required are ICT professionals with 'soft' skills.

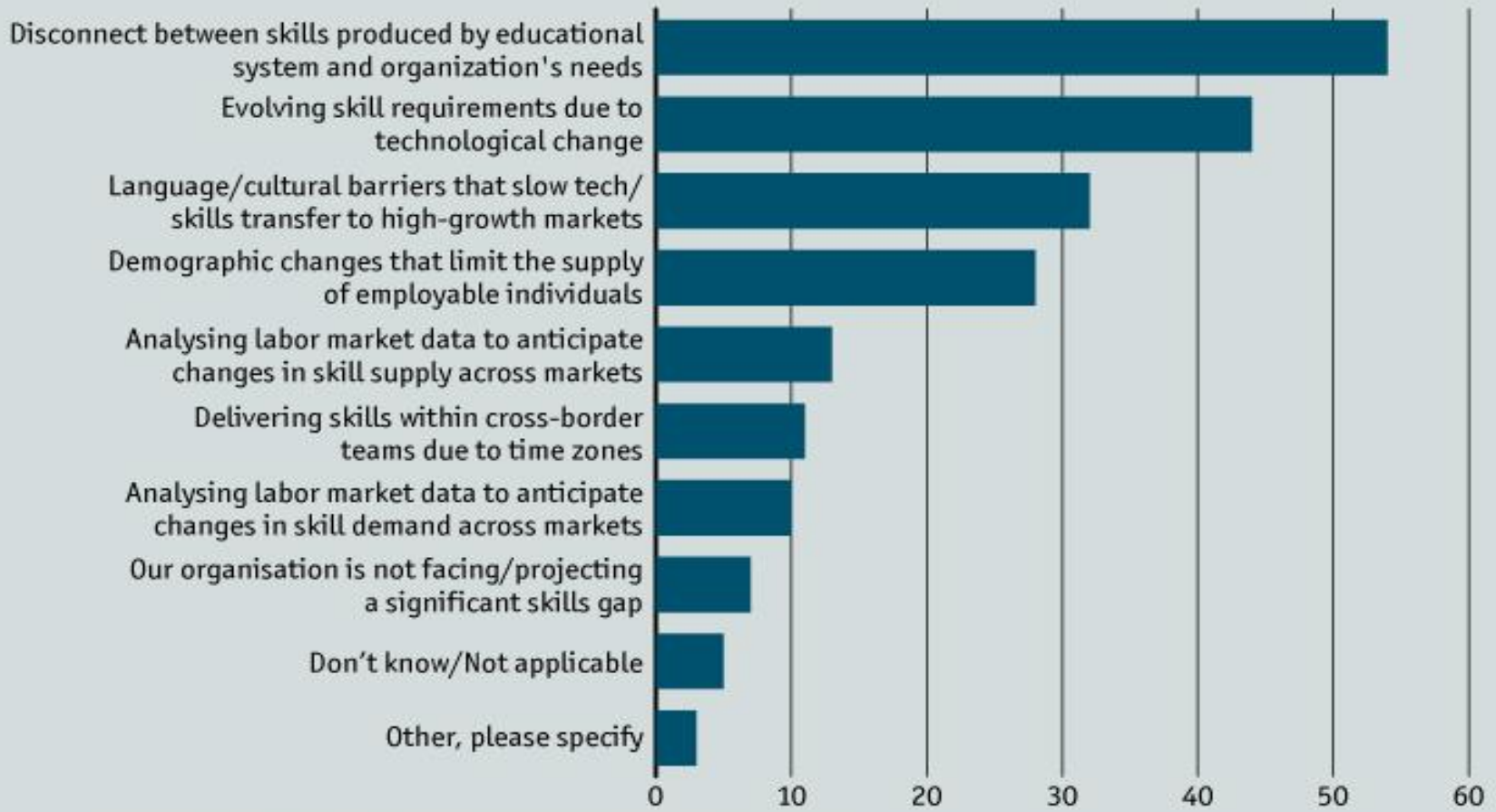
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- Employees with great communication skills who can translate complex technical information to those with no IT background;
  - Employees who can lead, innovate, negotiate and engage with the business to help drive its strategic direction; and
  - Employees who are commercially focused and have a vision to grow the business.

## **THE THREE MOST IN DEMAND SOFT SKILLS IN ICT**

1. Innovation and strategic thinking
2. Stakeholder management
3. Communication

# Recruiting Challenges

## Challenges from global skills gap next 5 to 10 years (% respondents)

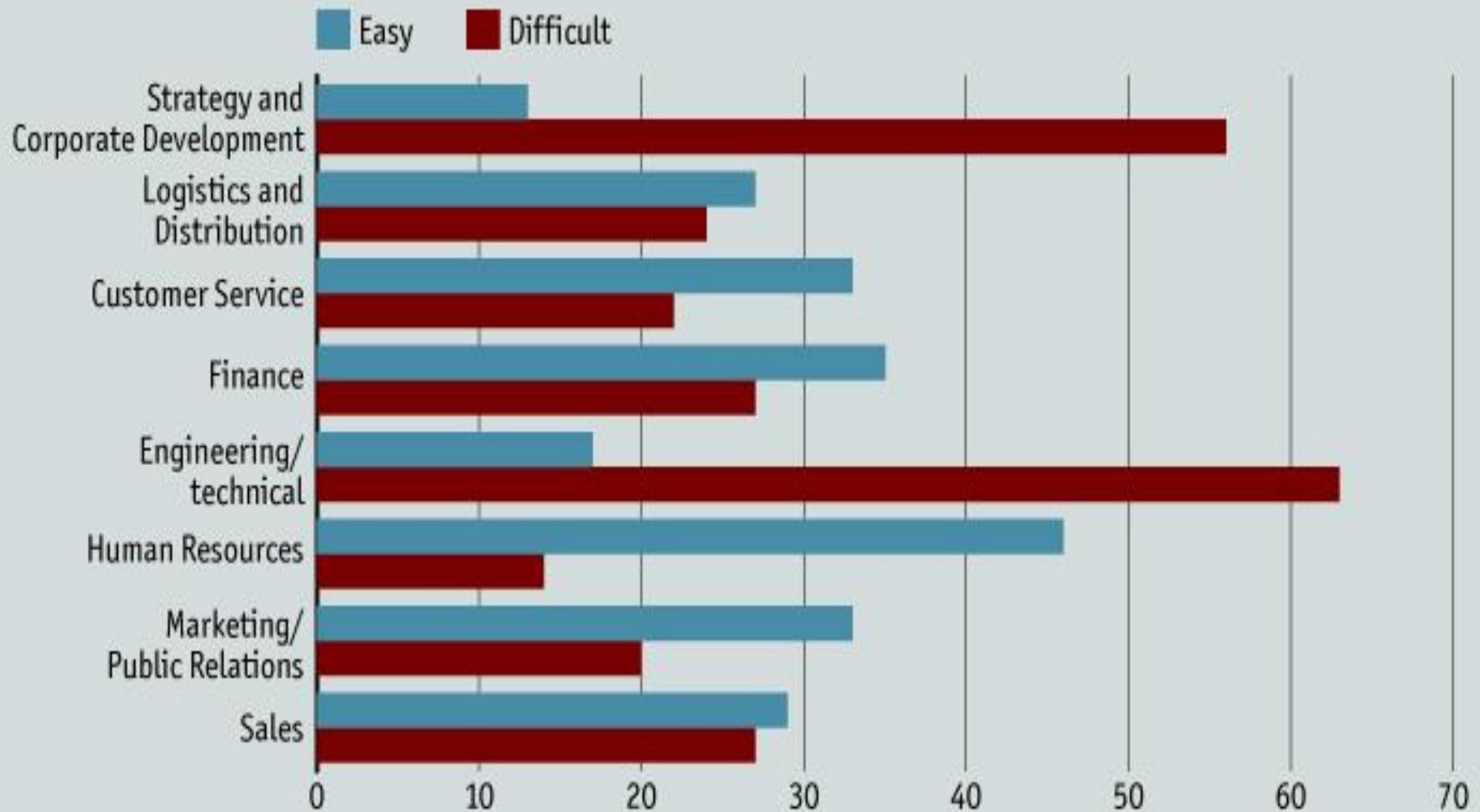


Note: Respondents were allowed to choose up to three responses.

Source: EIU/SHRM Foundation survey, "Managing Human Resources in a Changing World", Jul 2013.

## Finding skilled workers within specific functions

Rate on a scale of 1 to 5, where 1=Very easy and 5=Very difficult. (% respondents)



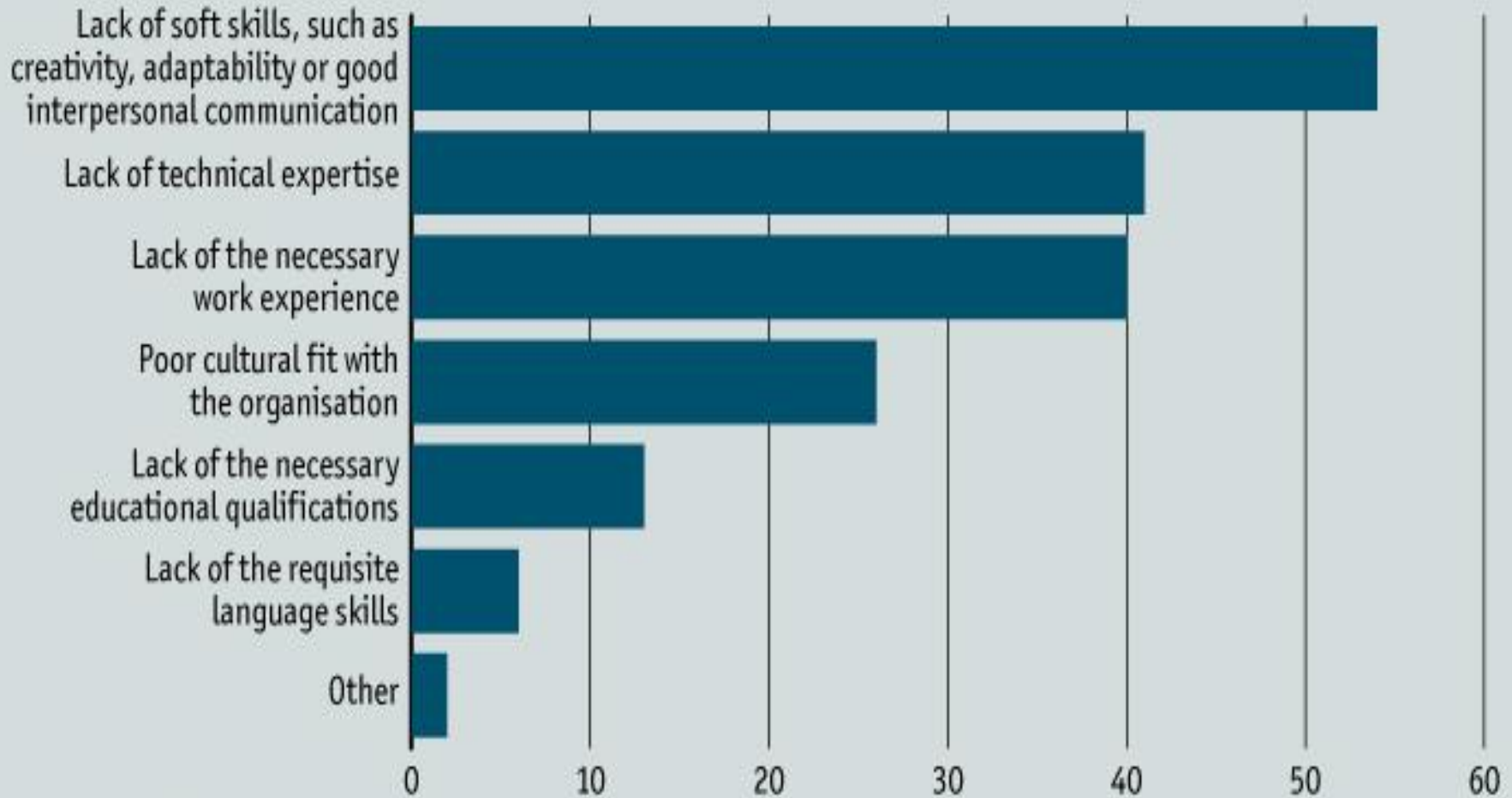
Note: Respondents were asked to rate on a scale of 1 to 5, where 1=Very easy and 5=Very difficult.

Source: The Economist Intelligence Unit, "Plugging the Skills Gap", 2012.



## Main weaknesses in skills of applicants

Select up to two. (% respondents)



Note: Respondents were allowed to choose up to two responses.

Source: The Economist Intelligence Unit, "Plugging the Skills Gap", 2012.

# Recruitment- Way Forward

- Companies will need to foster a close relationship and dialogue with educational institutions and governments.
- There is need to partner with educational institutions to change the way courses are being taught, ensuring they address contemporary business issues and future business strategy.”
- This collaboration could prove pivotal in equipping the future workforce with the necessary skills to bridge the labor-market gap.

# Challenges- Retention

- Human resource(HR) should understand what is most valued by workers( Y -Generation).
- Is it compensation, or prestige, or perhaps autonomy at work?
- HR will have to adapt their incentives, benefits policies, and retention strategies for workers that are not just driven by financial compensation.
- It is not enough simply to recruit able staff.
- Companies have to make sure that their people are committed, productive, and do not leave after a short period, incurring substantial turnover costs and wasting all previous training invested in them.

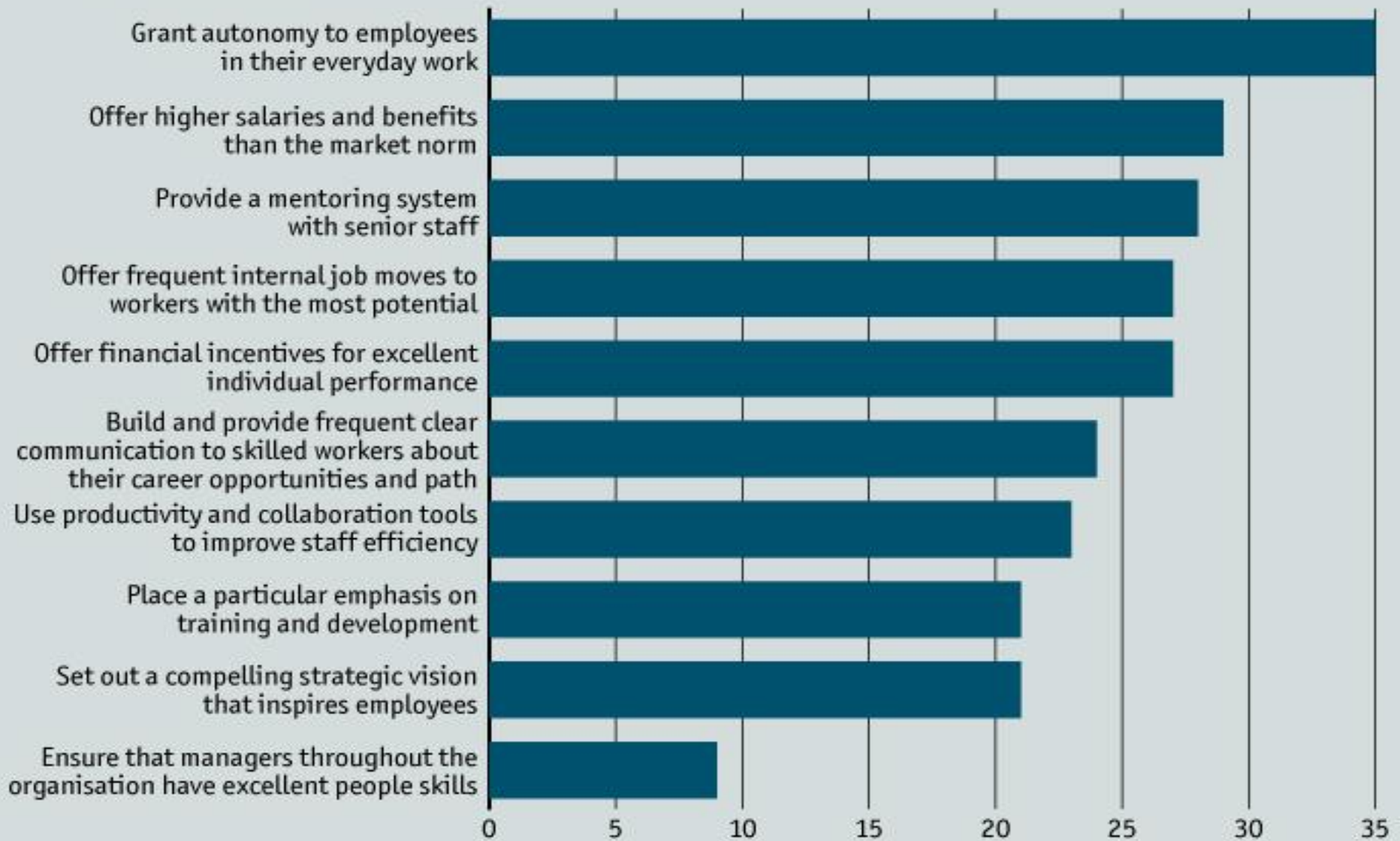
## Engaged employees by region

	Engaged	Not Engaged	Actively Disengaged
United States and Canada	29%	54%	18%
Australia and New Zealand	24%	60%	16%
Latin America	21%	60%	19%
Commonwealth of Independent States and nearby countries	18%	62%	21%
Western Europe	14%	66%	20%
Southeast Asia	12%	73%	14%
Central and Eastern Europe	11%	63%	26%
Middle East and North Africa	10%	55%	35%
South Asia	10%	61%	29%
Sub-Saharan Africa	10%	57%	33%
East Asia	6%	68%	26%

Note: Results were collected among 73,752 respondents 18 and older in 141 countries and 151,335 U.S. respondents.  
Source: Gallup World Poll and Gallup Daily tracking survey, 2013.

## Internal talent management strategies most frequently used to retain skilled workers and improve productivity

(% respondents)



Source: The Economist Intelligence Unit, "Plugging the skills gap", 2012.

# Conclusion

- For employers, attracting staff is only half the battle.
- Poaching is rampant,
- Staff loyalty low and demands for flexibility, pay and perks high.
- Increasingly, employer-employee discussion centre around money, and obviously money can solve many problems.
- But equally, negotiations could be more about workplace culture and freedoms: such as the use of social media and BYO devices at work.

# Conclusion

- Encouraging staff to take on new roles and develop,
- Use of carrots such as longer periods of leave, working from home arrangement and
- More flexible hours are also helping used to keep employees happy, motivated and working for you, rather than the competition.
- Finally to be on look out for those about to be poached
- Let others staff understand others as risk mitigation strategy

END

Thank you