

INFO5990

Professional Practice in IT

School of Information Technologies
University of Sydney

Lecture 2: Sourcing, managing and nurturing
human resources in IT & Change Management

Agenda

- Talent Terminology
- Sourcing & Managing IT Talent
- Key Challenges
- Nurturing and Retaining IT Talent
- Your Career Development
- Change management & HR relationship
- Telecoms Case Study from Telstra

INFO5990 Professional Practice in IT - Session S2C - Semester 2 (2) - Year: 2020 - Campus: CC - Camperdown/Darlington, Syd... Go Recently viewed

Timetabling | Trial Student Allocations | Enrolment Numbers | Semester 1 Clashes | Semester 2 Clashes | Booking Counts (Timetabling) View and edit individual UOS timetables.

INFO5990 Timetable Information

INFO5990 Professional Practice in IT - Session S2C (2), 2020 Camperdown/Darlington, Sydney

This is a centrally timetabled unit of study. Anyone enrolled in this unit of study will receive a personalised timetable.
Students Enrolled: 288 | [Email all enrolled students](#) | [List of enrolled students](#) | Estimated Off Shore Students: 163

Part LEC Lecture

# Stud.	Each student enrolled goes to the following class. Class allocations are preserved on 06/09/20.
-	<p>LEC 'Lecture' Tue 18:00-21:00 [wks: 1] in Online (Capacity: 99999) Taught by Khimji Vaghjiani</p> <p>Tue 19:00-21:00 [wks: 2 to 12] in Online (Capacity: 99999) Taught by Khimji Vaghjiani</p> <p>(Preferred: 200, Limit: 300)</p>

Part PRAC Practical

# Stud.	Each student enrolled goes to one of the following 10 classes. Class allocations are preserved on 06/09/20.
-	<p>T17A 'On campus' Tue 17:00 [wks: 2 to 12] in ABS Seminar Room 3003 (Capacity: 60) Taught by Lohitt Bangalore Satyanarayana</p> <p>(Preferred: 30, Limit: 30)</p>
-	<p>T17B 'Online' Tue 17:00 [wks: 2 to 12] in Online (Capacity: 99999) Taught by Sidhu Manpreet</p> <p>(Preferred: 30, Limit: 35)</p>
-	<p>T17C 'Online' Tue 17:00 [wks: 2 to 12] in Online (Capacity: 99999) Taught by Khimji Vaghjiani</p> <p>(Preferred: 30, Limit: 35)</p>
-	<p>T17D 'Online' Tue 17:00 [wks: 2 to 12] in Online (Capacity: 99999) Taught by Pritesh Kashav</p> <p>(Preferred: 30, Limit: 35)</p>
-	<p>T17E 'Online' Tue 17:00 [wks: 2 to 12] in Online (Capacity: 99999) Taught by Dorothy Luther</p> <p>(Preferred: 30, Limit: 35)</p>
-	<p>T18A 'On Campus' Tue 18:00 [wks: 2 to 12] in ABS Seminar Room 2050 (Capacity: 60) Taught by Lohitt Bangalore Satyanarayana</p> <p>(Preferred: 30, Limit: 30)</p>
-	<p>T18B 'Online' Tue 18:00 [wks: 2 to 12] in Online (Capacity: 99999) Taught by Sidhu Manpreet</p> <p>(Preferred: 30, Limit: 35)</p>
-	<p>T18C 'Online' Tue 18:00 [wks: 2 to 12] in Online (Capacity: 99999) Taught by Khimji Vaghjiani</p> <p>(Preferred: 30, Limit: 35)</p>
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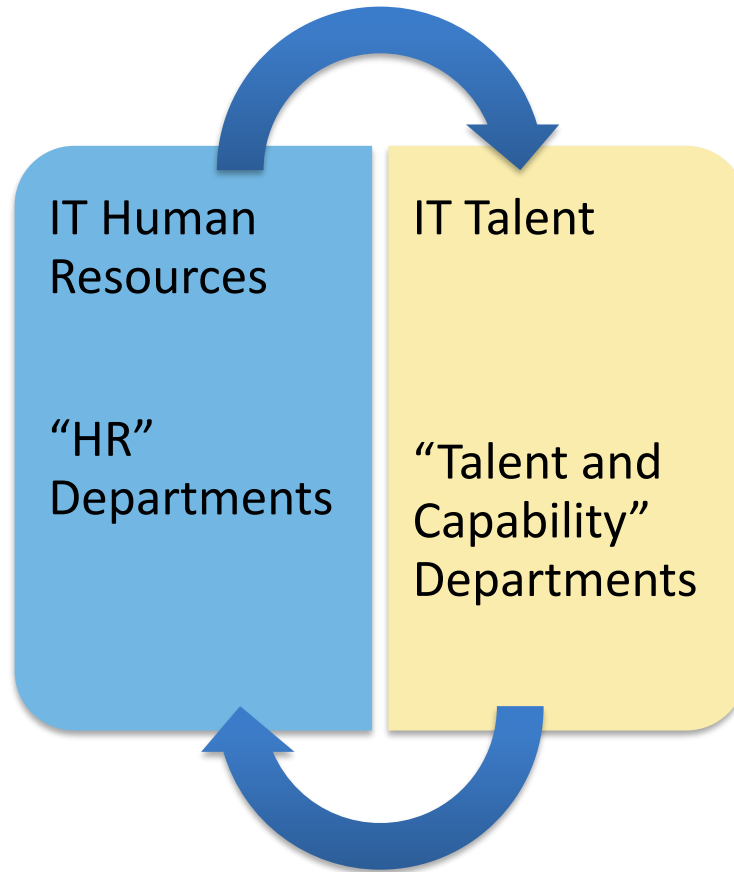
NB: all weeks are relative to session 2.

This unit has been confirmed.

Coordinator Functions

[Show Student Counts](#)

Confirm the Terminology



Sourcing IT Talent



How do
organisations
recruit IT
Talent?

Sourcing IT Talent

Options include:

- Hire a recruitment company to source IT candidates
- Direct recruitment
- Permanent job offers
- Contract staff
- Outsource / local and international
- LinkedIn – my own example- QSTP
- Any others?



Source: Pageuppeople

Examples



Key Challenges

What are
the key
challenges of
sourcing
talent?



Differentiation



source:partnersinexcellenceblog.com



source:mscareergirl.com

Key Challenges

Challenges when recruiting	Steps to overcome them
Pace of change in the industry means skills can become out of date, Recruiter is not technically aware	
Techos need to know how business works	
Lower cost global options	
Skill shortage (eg with emerging technologies)	

Managing IT Talent

- Top strategies for managing IT Talent are:
 - Performance Management
 - If you do well do are offered more training for wider experience
 - Leadership Development
 - If you do well you are given additional and more senior training

Nurturing and Retaining IT Talent

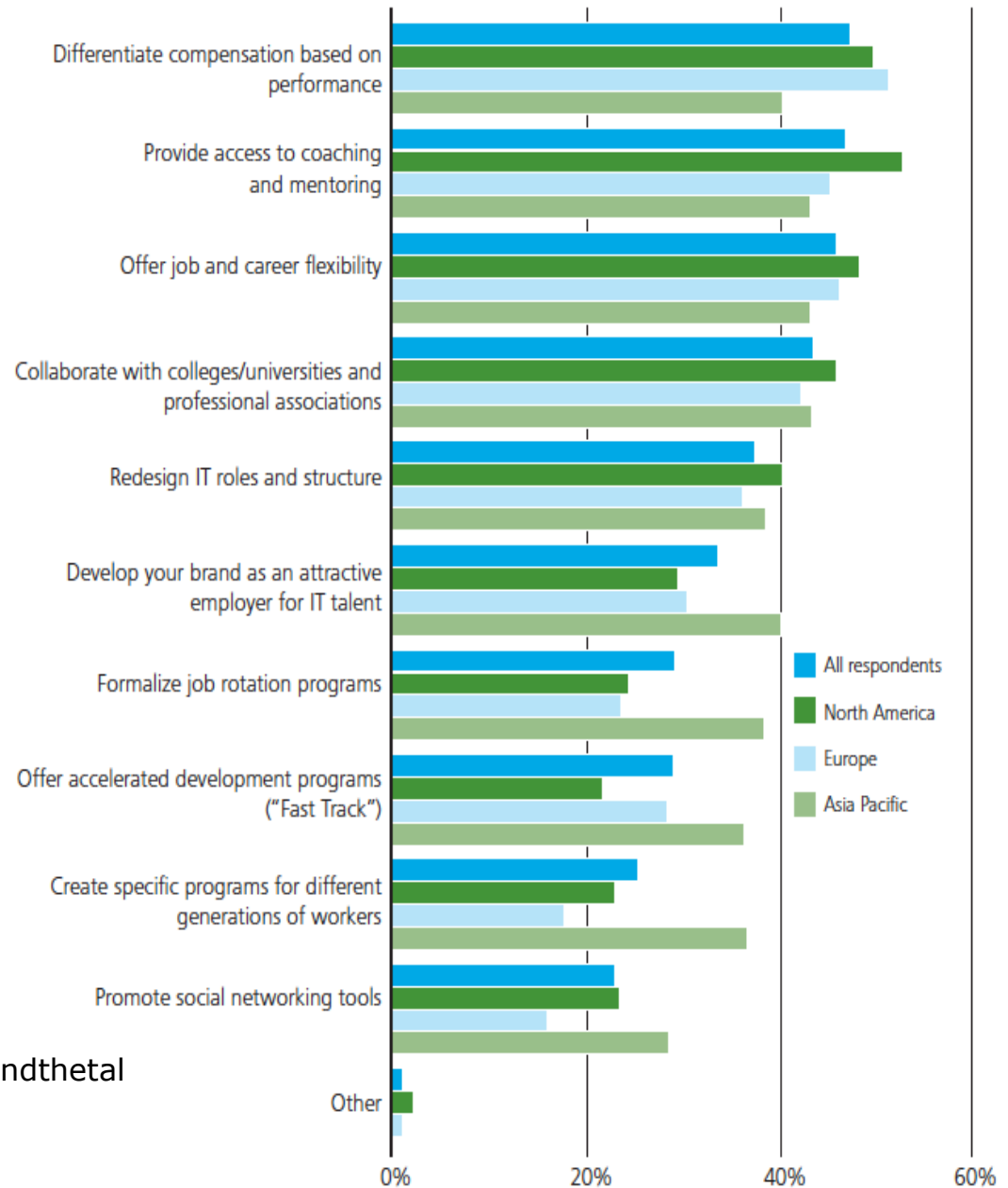
The Deloitte and CIO survey showed that the top 3 attraction and retention strategies are:

- Differentiate compensation based on performance
- Provide access to coaching and mentoring
- Offer job and career flexibility

What are your top 3?

Source
<http://www.cio.com/documents/whitepapers/mindthetalentgap.pdf>

Figure 11. Attraction and retention strategies in use by respondents



Managing Talent in a recovery

Deloitte outlined the following steps to managing IT Talent in a Recovery:

- Communicate and show you care
- Managers to be accountable
- Clear Career Path
- Don't burn
- Try to avoid pay cuts
- Smarter ways to develop people
- Tell the truth
- When does these steps need to be taken?

What is a Global Recession?



Economic slowdown
Falling oil consumption
Declining capital flows
Weakening industrial production
Rising unemployment
Slowdown in GDP per capita growth or contraction

A Global Recession is a sustained economic downturn that affects several countries across the world.

Source: Market business review



Bitcoin Price History vs NASDAQ Tech Bubble



Elementus.io

Source: Yahoo Finance, CoinMarketCap

Source: elementus.io

Your Career Development

How many hours have you spent planning your career over the last 12 months?



Source : Ryerson University

Do you know what you want to do in 2 years? 5 years?
Look at your strengths and weakness area's !

Why Change Management?



2007 Copyright Prosci and Bill Cigliano

It's the
"people side"
of projects
important to IT
Talent retention
and attrition ?

What is Change Management?

On a project level:

“Change management is a structured process and set of tools for leading the people side of change to achieve a desired outcome.”

Prosci 2002

Change Management for IT vs.
Change Management for People

This is Organisational Change
Management (or OCM)

On an organisational level:

- A leadership competency for enabling change within an organisation.
- A strategic capability designed to increase change capacity and responsiveness.

Reasons for applying OCM?

The number one obstacle to success for major change projects is:

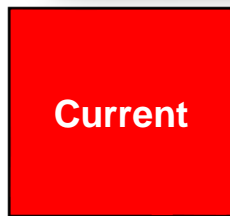
employee resistance and the ineffective management of the people side of change

Impacts of NOT doing change management

The difference between project management and change management

Focus:

Technical side of moving from current state to future state



Focus:

People side of moving from current state to future state

Solution is designed,
developed and delivered
effectively
(Technical side)

+

Solution is embraced, adopted
and utilised effectively
(People side)

= **SUCCESS**

Complimentary disciplines with a common objective

Change is a process...

Where you
are today



Where you
want to be

Employees are
comfortable with
and prefer the
current state



Current
state



Transition
state



Future
state

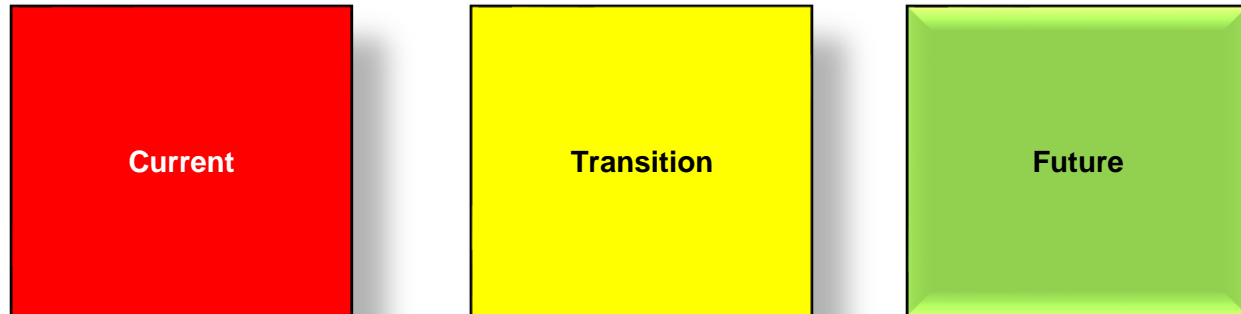
The future state is
unknown or not
well understood

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The transition state creates stress and anxiety

States of change



Utilising an organisational perspective...



Ad hoc processes → Documented and managed processes

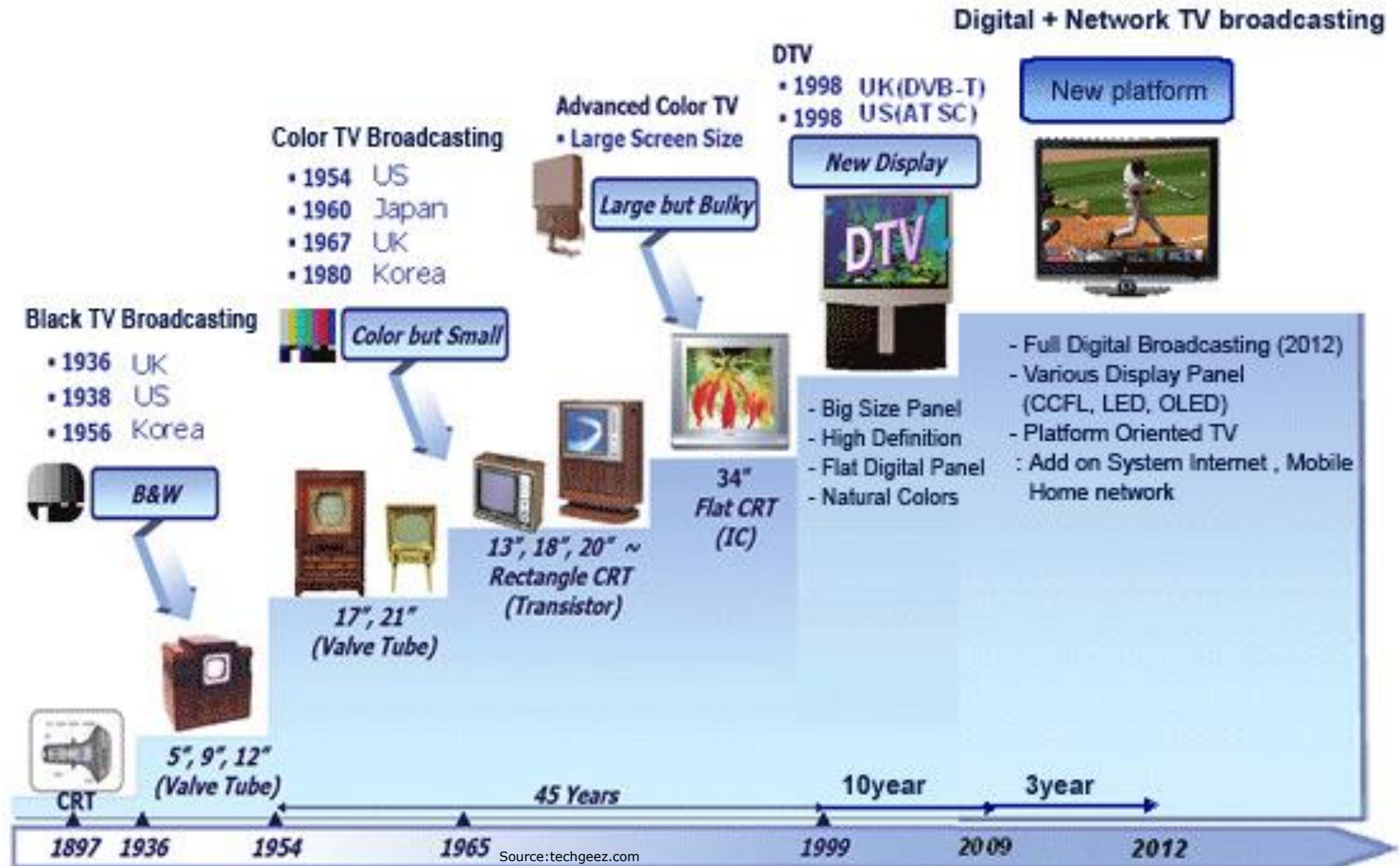
Old operating model → New operating model

Generalists in the call centre → Specialists in the call centre

No web interface for suppliers → Supplier website integrated into supply chain

Two different companies → Merged organisation

Another example

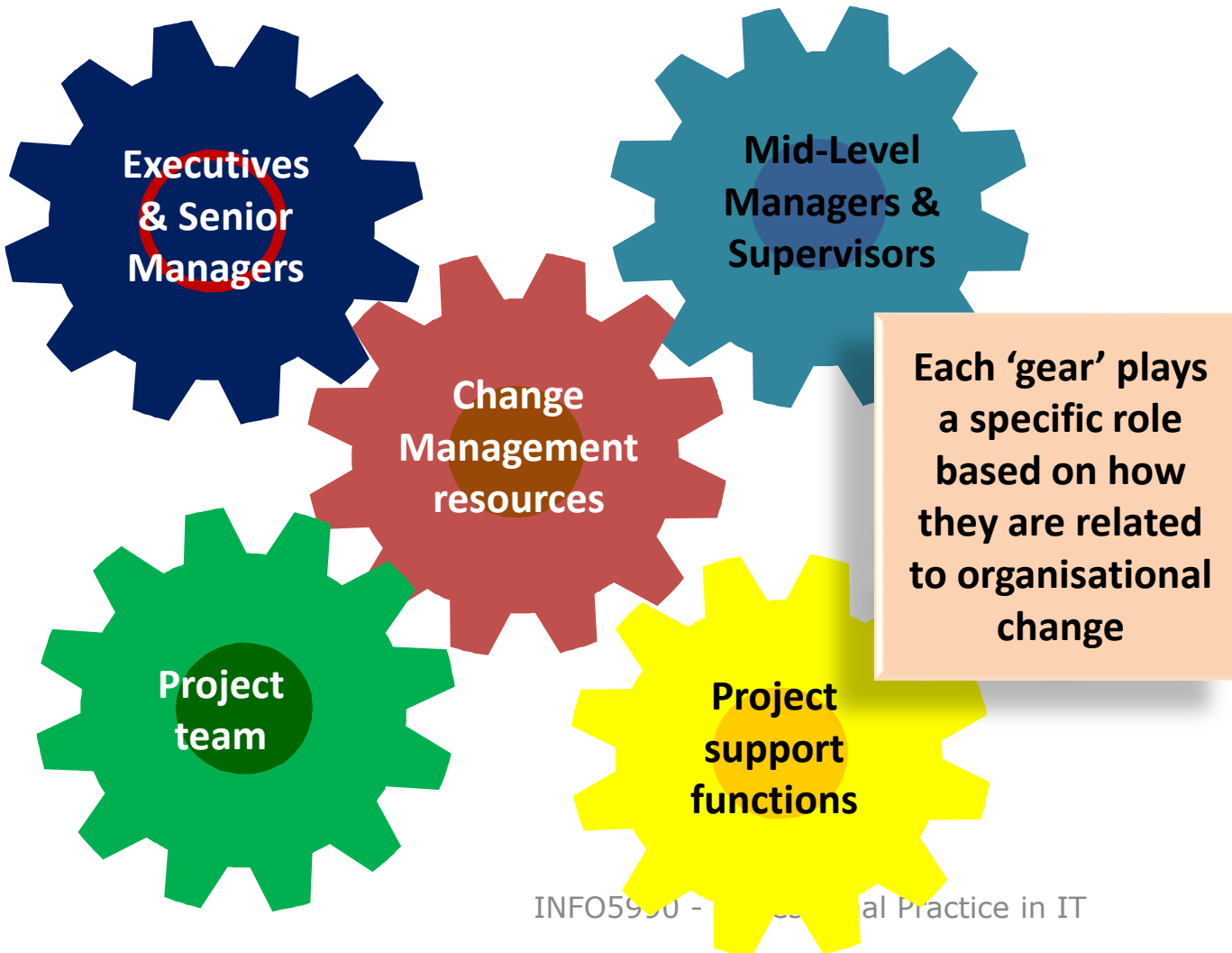


Why you should care?

- As IT Professionals, your work has implications and impacts beyond your immediate team
- By understanding your customers better and the impacts they face, you will deliver better quality solutions. More skills = more value = more marketability
- Evolution of IT from an 'order taker' to a strategic partner of the business



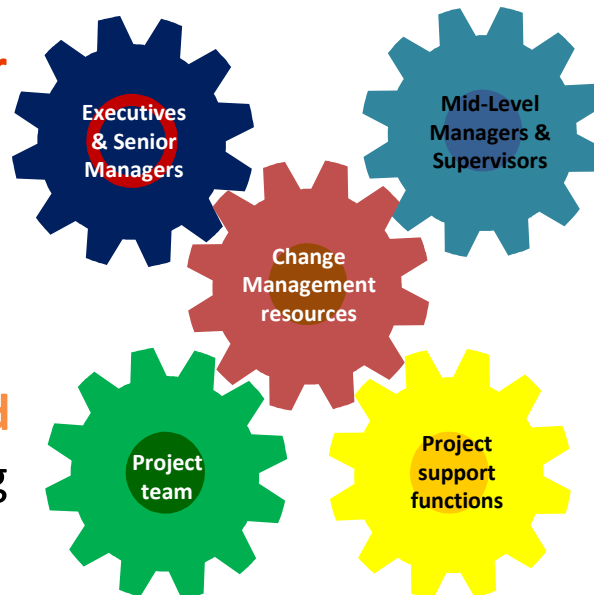
Who 'does' change management?



Key roles in Change Management

Employee-facing:

- **Executives and senior leaders** – fulfilling the role of sponsors of change
- **Middle managers and supervisors** – fulfilling the role of coach for their direct reports



Enabling:

- **Change management resource or team** – applying a structured approach and enabling others
- **Project team** – integrating the “people side” of change
- **Support functions** – providing expertise

Any examples of Change Management In organisations?

What has the impact been ?



Source: ZdNet



Source: Chicago Tribune



2002

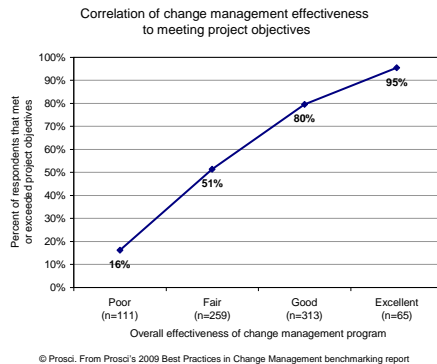
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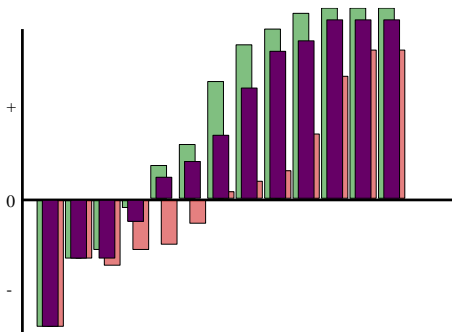
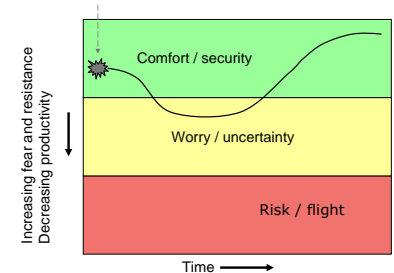
“Why” change management?

Three perspectives to think about...



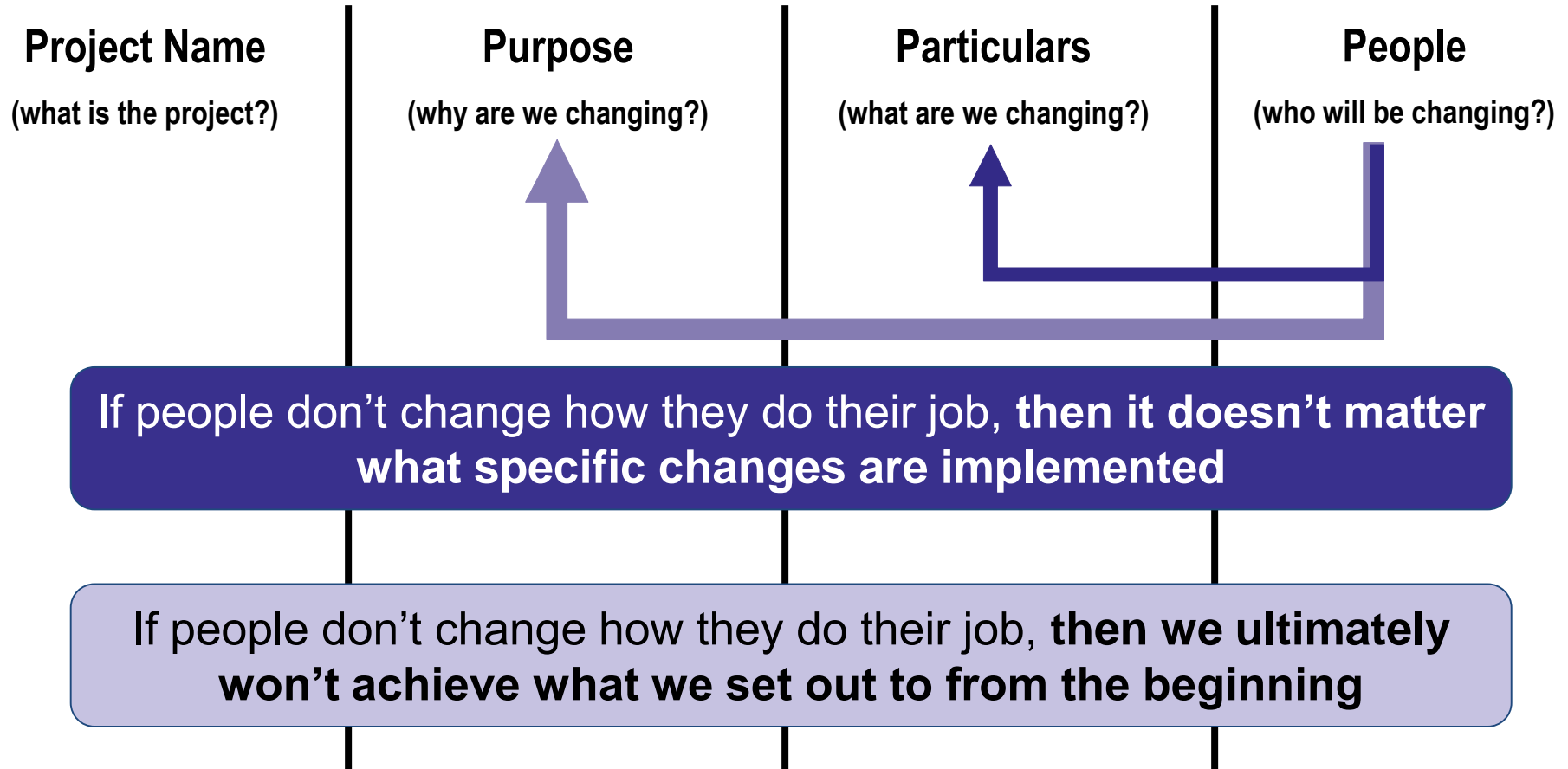
1. Connecting change management to business results

2. Mitigating negative consequences

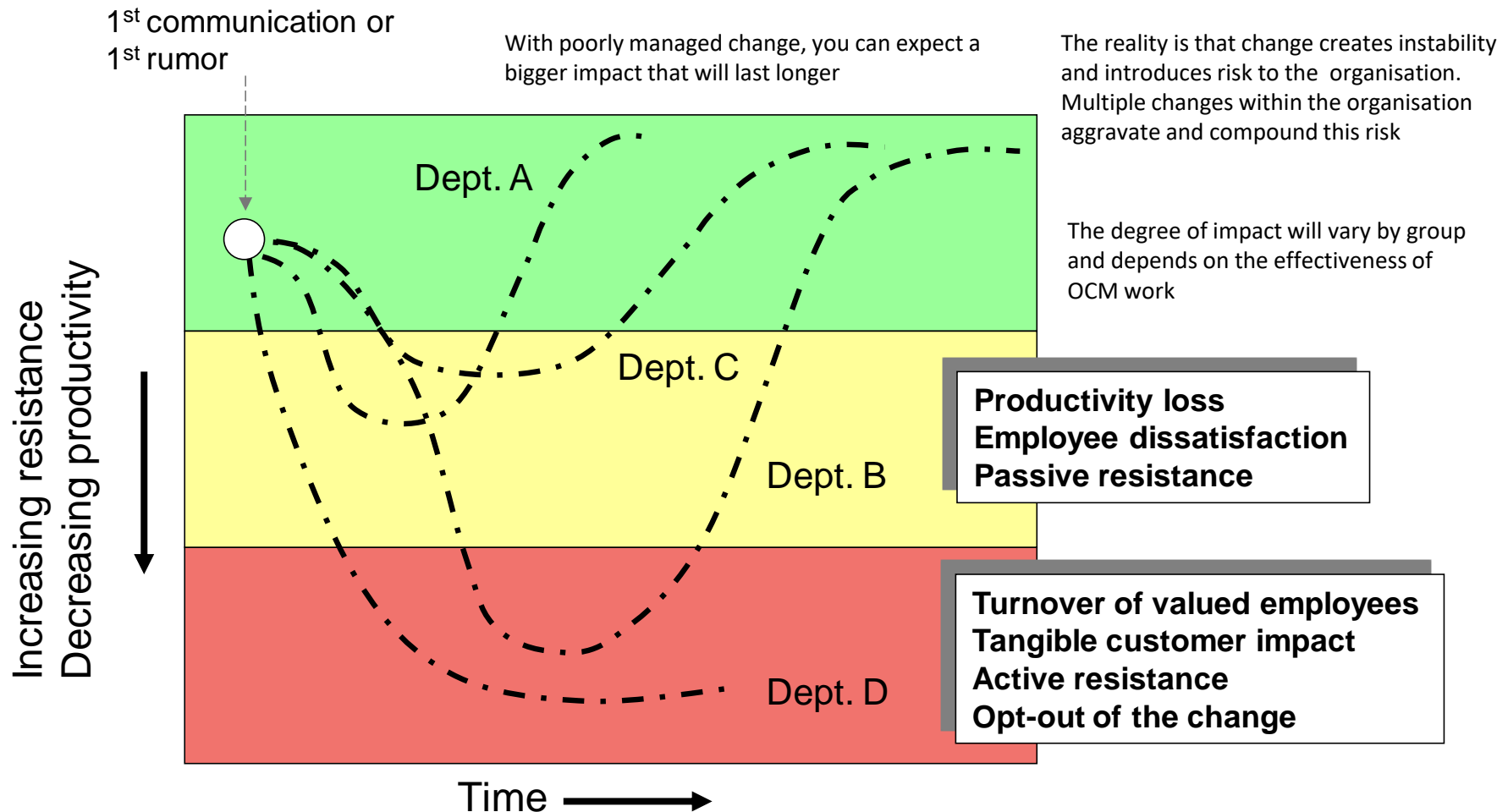


3. Translating change management to financial performance

Connecting OCM to business results



Mitigating negative consequences

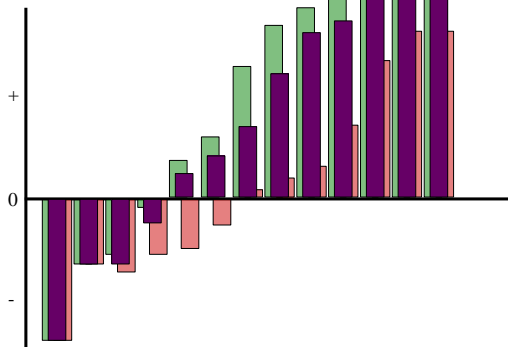


With change, you can expect a decline in productivity and an increase in resistance

Translating OCM to financial performance

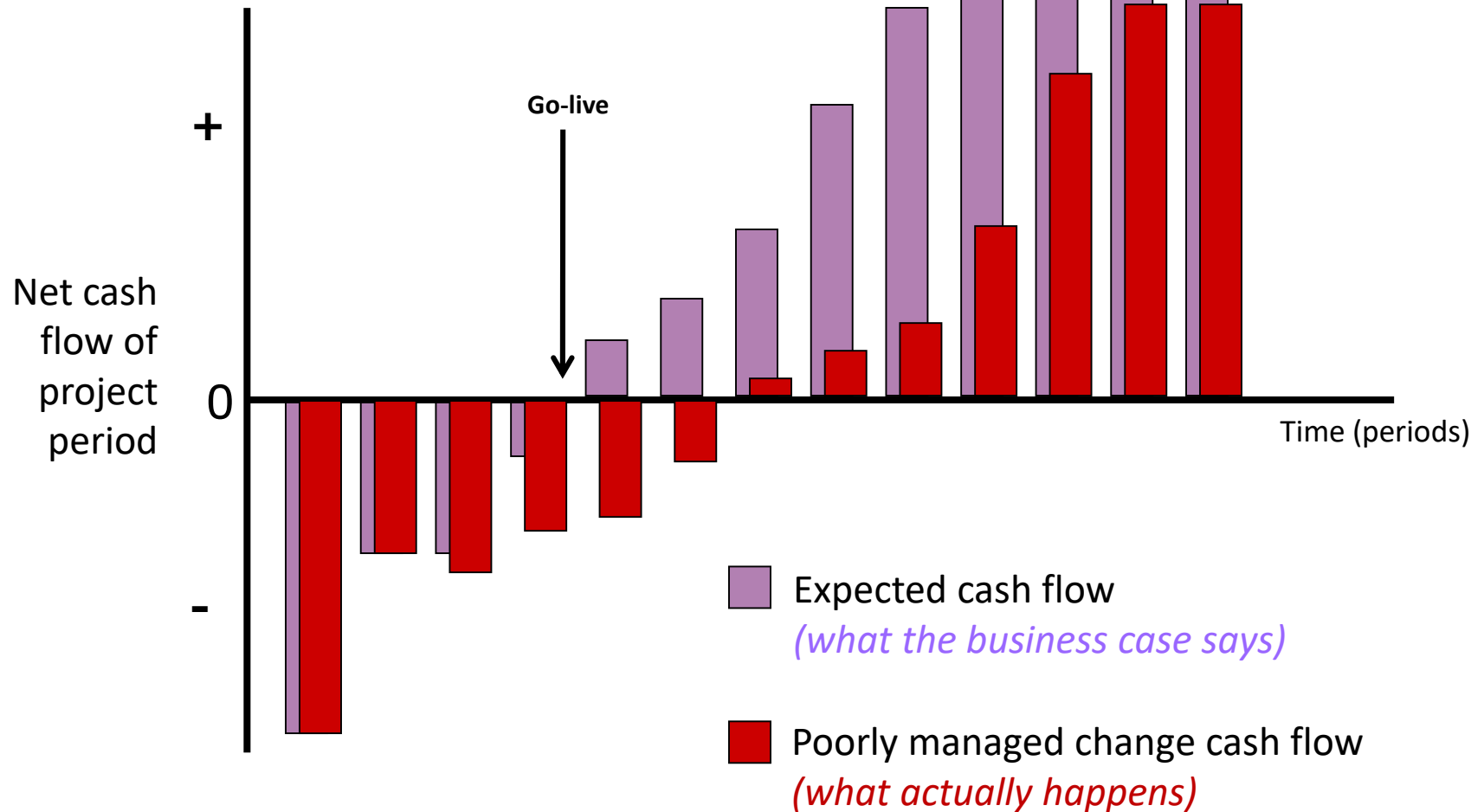
– human ROI factors

- This “Flight Risk Model” reveals the cost avoidance of OCM:
 - **Productivity loss**
 - **Turnover**
 - **Customer Impact**
- What about the ROI (return on investment) of managing the people side of change?
 - **Speed of adoption**
 - How quickly are people up and running on the new systems, processes and job roles?
 - **Ultimate utilisation**
 - Of the total population, how many employees are demonstrating “buy-in” and are using the new solution?
 - **Proficiency**
 - Are individuals performing at the level expected in the design of the change?





Expected returns vs. poorly managed OCM



The ADKAR[®] Change Model

The five building blocks for successful change

Awareness

- Of the need to change
- Of the nature of the change

Desire

- To support the change
- To participate and engage

Knowledge

- On how to change
- On how to implement new skills and behaviors

Ability

- To implement the change
- To demonstrate performance

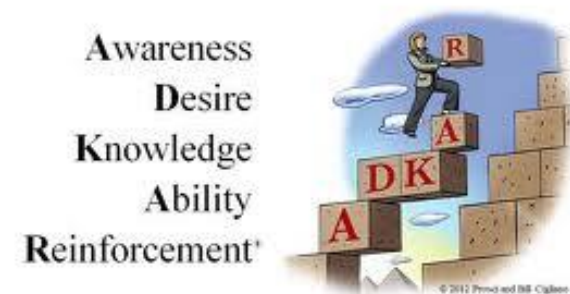
Reinforcement

- To sustain the change
- To build a culture and competence around change



Your change journey...

- Think about a recent change you have been involved with
- Can be personal or business related
- Was it a favorable experience (or not) as a result?



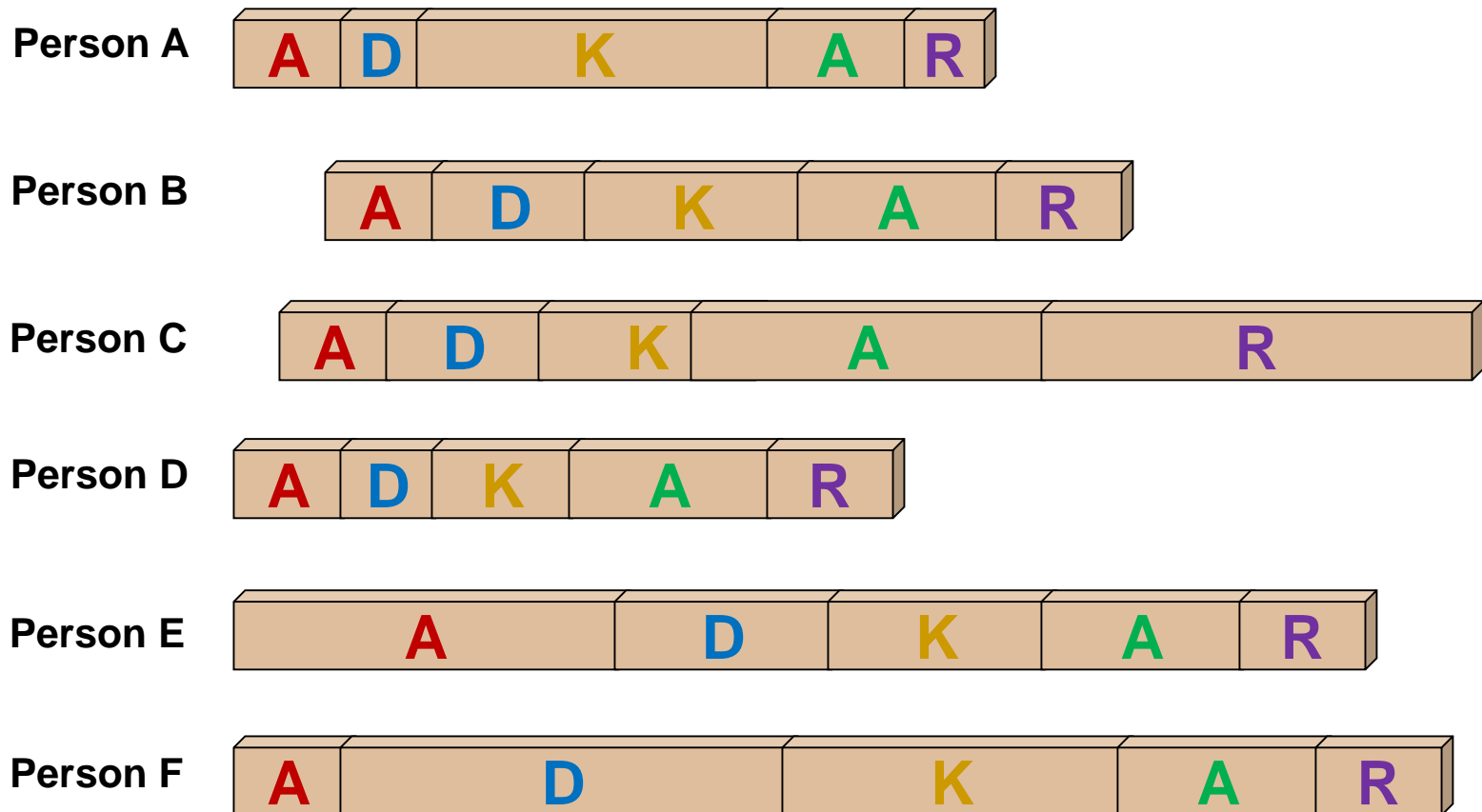
The Psychology of Change

Theories and perspectives

1. Change agents must be conscious of both a senders' mentality and the receivers' orientation.
2. Employee resistance is the norm, not the exception. Expect some to never support the change.
3. Visible and active sponsorship is not only desirable but necessary for success.
4. Value systems have a direct impact on how employees react to change.
5. The size of the change determines how much and what kind of change management is needed.
6. The "right" answer is not enough to successfully implement change.
7. Employees go through the change process in stages and go through these stages as individuals.



Not everyone changes at the same pace



John Kotter's 8 Step Change Model



⁵ Kotter, John P. and Cohen, Dan S. The Heart of Change. Boston: Harvard Business School Press

Case Study- Telecoms



Fixed Radio Access Project and change What happened ?

For next week

Remember !!

1. You should now be in teams
2. Start thinking about your group topic
3. Check with your tutor – no duplicates in class
4. Do the readings
5. Start working on your group assignment

Q&A

