

### Goal #3 – Transform our Future IT Workforce

*Obj. 1 - Attract and retain new people*

*Obj. 2 - Review and align citywide IT classifications*

*Obj. 3 - Target employee productivity through innovative technology*

*Obj. 4 - Revitalize the structure of IT to reflect our demands*

*Obj. 5 - Invest in training and career development of IT professionals to keep skills current*



Information technology workers remain one of the top 10 most difficult positions to fill in America<sup>2</sup>. Most of the growth in Houston is aligned with the energy and health industries. This presents a challenge with staffing to other less financially fluent industries like government. It requires new thinking and approaches to not only attract new resources but to also retain the staff we have.

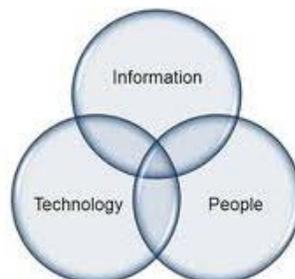


We will conduct research into best practices and methods to target the acquisition and retention of skilled workers, including an increase in collaboration with higher education. We have committed investments for training and curriculum development to ensure that our teams have the right skills to continue to meet our demands. Working with Human Resources, we will leverage our recently upgraded Talent Management System to deliver training to our IT employees and to educate our clients on technology.

Citywide titles and designations have been unchanged for 15 years and now far outdate the technologies that are in use today. For example, the role and skill sets of desktop support analysts today are quite different from their counterparts of fifteen, or even five years ago. They may be called upon less to support devices and local applications, but more to support cloud or mobile solutions, engage in vendor relationships, and support business process.

Several *roles* that did not exist over a decade ago are well established *careers* today. The City is embarking on a job title reclassification project that is expected to yield tremendous benefits in aligning the right people with the right skills.

Research<sup>3</sup> shows that employees operate optimally when given a clear understanding of their roles and responsibilities. Aside from reducing the amount of confusion, it helps the technology groups develop a more accurate taxonomy of IT jobs that will attract tech job seekers, both internally and externally. This will also assist the Human Resources Department with more accurate competitive industry benchmarking for salary and benefits.



<sup>2</sup> Forbes – 10 hardest jobs to fill in America: <http://www.forbes.com/pictures/ffge45gfjg/no-4-information-technology-workers/>

<sup>3</sup> <http://www.shrm.org/Research/SurveyFindings/Articles/Documents/SHRM-Employee-Job-Satisfaction-Engagement.pdf>