

Management Challenges

Talent Development, Retention and
Training: Insights from 2015 Dice
Technology Survey

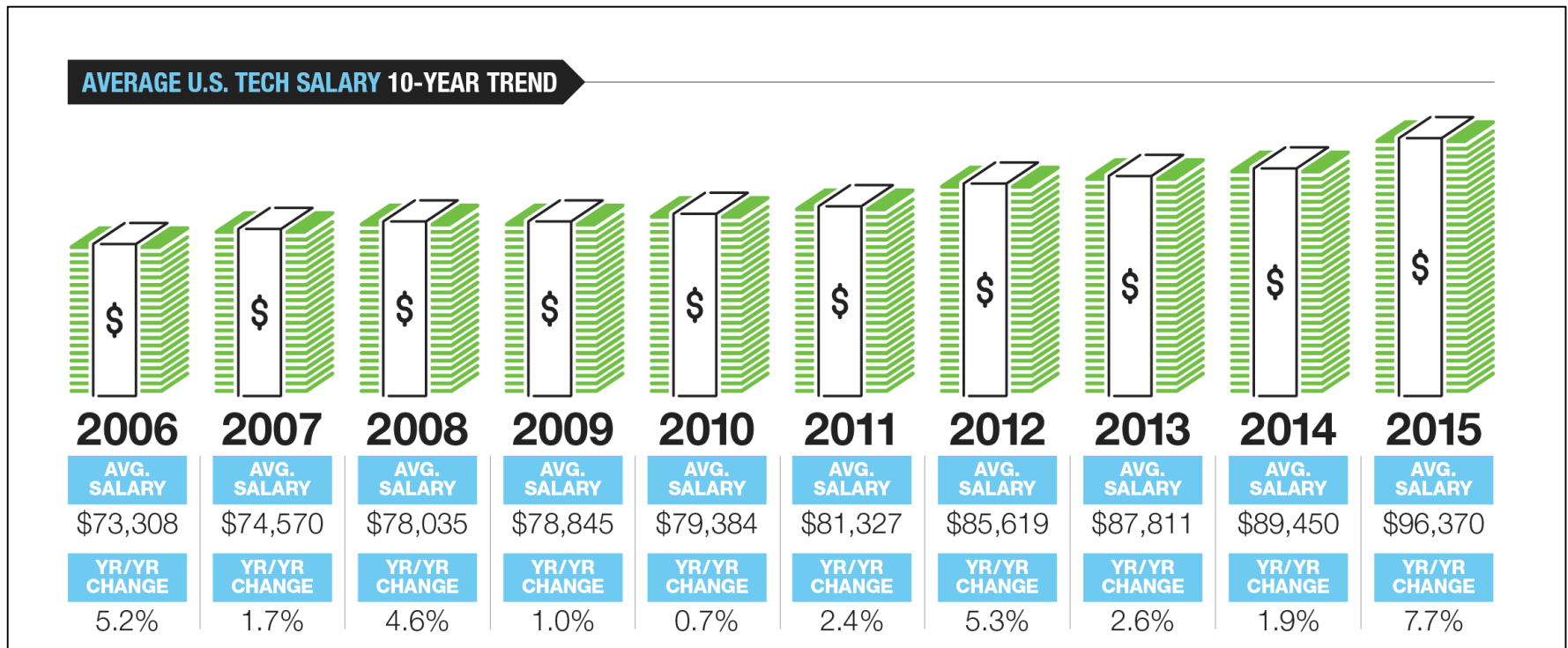
May 2016

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Sobering Numbers for Tech Recruiting & Retention

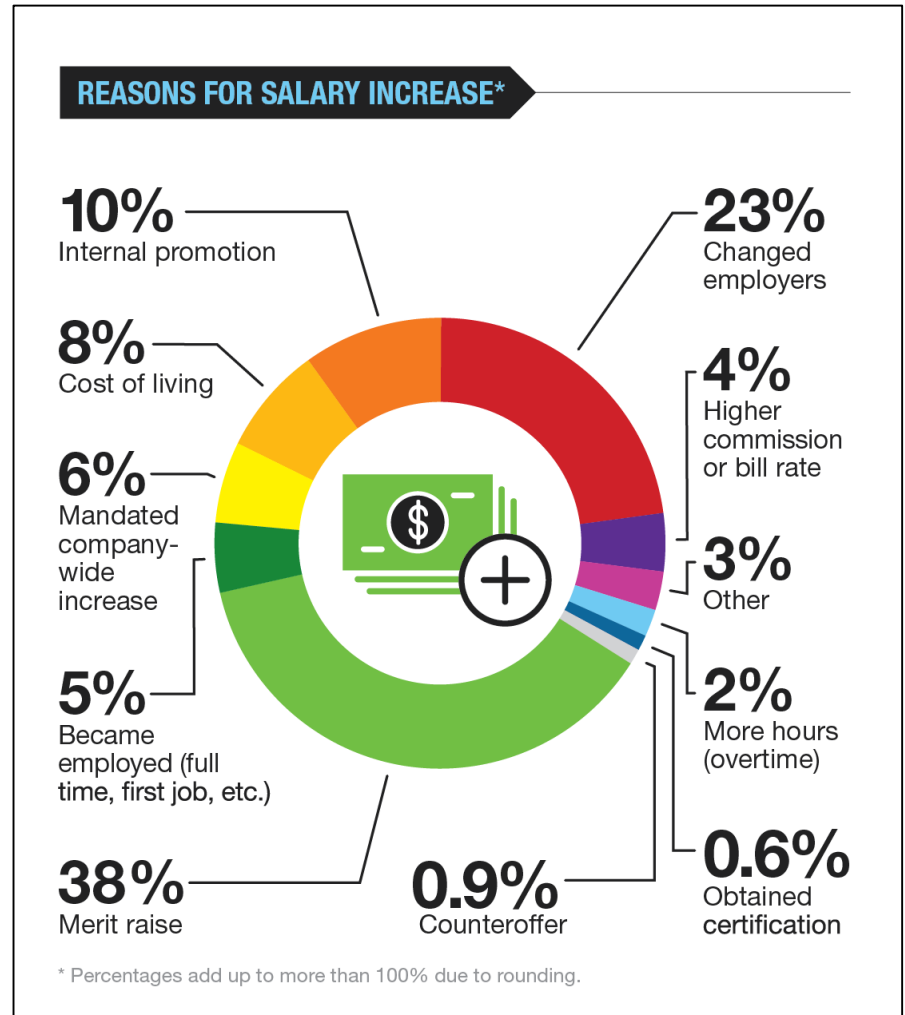
2015 saw the biggest percentage increase in tech salaries in a decade



Salary Increase Breakdown

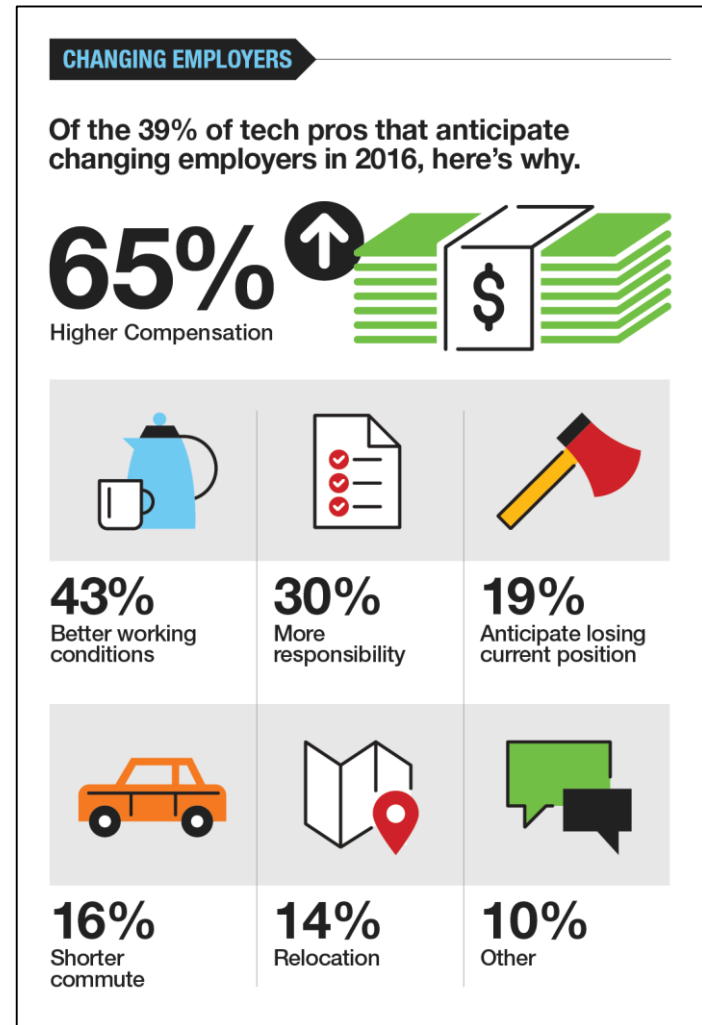
- Almost half of respondents reported a salary increase as a result of upward mobility at the same company
 - 38 percent receiving a merit increase
 - 10 percent receiving an internal promotion

Yet...



Why Do They Leave?

- 39% anticipate changing employers in 2016 with 65% of those due to higher compensation
- Of that group:
 - 59% attribute their reason to overall employer flexibility in working conditions or commute
 - Almost a third desire more responsibility



Key Retention Motivators

TOP 6 MOTIVATORS

What was the primary motivator your employer provided you in 2015?

Percentage of employers providing motivators to retain talent.



17%
Increased compensation



13%
Flexible work location/
telecommuting



12%
More interesting
or challenging
assignments



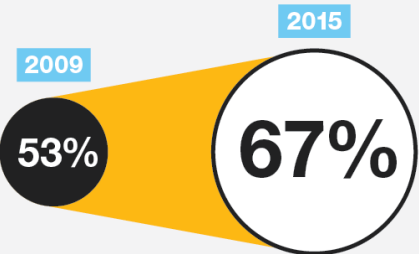
9%
Flexible
work hours



3%
Promotion
or New
Title



3%
Training and
certification
courses



- Employers have expanded motivators by 14% since 2009
- Recognizing the need for flexibility is largest motivator at 22%
- Training remains remarkably small, with learning offered via challenging assignments

Some of Our Techniques - Recruitment

- **Recruiting - articulate entire value proposition to candidates**
 - Not just a list of comp and benefits
 - Employee owned (ESOP) is a strong attraction
 - Allow work from home, “far-flung” status, mobility between offices
 - Mission to improve public well-being resonates
 - Staff can formally express interest in work that excites them
 - Smart attracts smart- “who are my team mates?”

Some of Our Techniques - Retention

- **Retention - provide active management attention**
 - “It’s always the people you don’t want to leave that do”
 - Great performance can punish – long term projects want to keep performers
 - Managers need to probe – tech staff not usually very vocal
 - Policy Research tech changes infrequently but there are always new technologies to introduce – Business Intelligence, Bots, Wearables
 - Keep compensation competitive, and be flexible
 - Alternative career paths- management is not the only way
 - Support conference attendance and professional association memberships
 - Provide training support