

5.

WORKFORCE AND TALENT MANAGEMENT - Attract, develop, and retain IT professionals to ensure stability of enterprise operations now and into the future

The State of Wisconsin recognizes that in order to be a high-performing agile enterprise it must attract, develop, and retain a capable and engaged workforce. Through the development of a strategic and comprehensive workforce planning methodology, the State of Wisconsin IT community will be better able to align workforce skills to enterprise and agency goals, create a pipeline of talent to ensure goals are met, and cultivate an environment that establishes the State of Wisconsin as an IT employer of choice.

5.1 RECRUITMENT AND RETENTION - *within our overall strategic workforce planning methodology, the State of Wisconsin IT community will develop a targeted talent-sourcing strategy to attract and retain a workforce that closes the gaps between necessary skills and existing talent.*

OBJECTIVES

- Identify workforce risk due to turnover and retirements of staff within critical positions.
- Analyze and evaluate current and future technology skillset needs to focus our recruitment resources.
- Research and discover new channels for improved marketing and outreach efforts.
- Partner with the Division of Personnel Management to modernize recruitment and hiring practices.
- Continue and enhance the IT Internship program.
- Develop an employee retention strategy focused on understanding drivers for employee satisfaction and commitment to the State of Wisconsin IT community.

5.2 EMPLOYEE TRAINING AND DEVELOPMENT - *develop and retain a skilled workforce to meet current and future technology skill-set needs while promoting professional growth and enhancement of leadership and other non-technical skills.*

OBJECTIVES

- Create a formal and comprehensive development program that includes both technical, professional and personal growth in order to improve productivity, morale, and retention.
- Assess and track abilities of individual employees in order to target professional and technical development activities.
- Develop an educational series that focuses on providing best practices and lessons learned for IT project teams, sponsors, and stakeholders.
- Provide on-the-job training for legacy technologies.
- Train and develop managers to effectively coach, mentor, and motivate staff.

5.3 SUCCESSION PLANNING - to ensure continuity of leadership and support within the state IT community, it is essential that the Division of Enterprise Technology and agency partners formalize an effective process for attracting, developing, and retaining future leadership talent.

OBJECTIVES

- Complete position impact and risk assessment analysis for key leadership positions to prioritize and focus succession activities.
- Identify competency, skill, and success factors of leadership.
- Build a pipeline of talent by identifying future skill and role requirements.
- Develop a knowledge transfer program.

5.4 EMPLOYEE RECOGNITION - establish a program to recognize the success of state IT employees, allowing the State of Wisconsin to highlight their value as individuals and their contributions to the enterprise.

OBJECTIVES

- DET will work with partner agencies to better understand recognition initiatives that exist within the statewide IT community.
- Develop a values-based recognition program under the guidance of the Division of Personnel Management.

