

# Changing Employment Market and Evolving Practices at Yale

April 5, 2022



# Some Current Externalities

- IT employment market is currently experiencing negative unemployment.
- Pandemic is reshaping individual priorities
- Remote work is refining traditional organizational and geographic boundaries of competition for talent and particularly scarce skill areas (i.e. info security) are exacerbating situation significantly
- Diversity and inclusion efforts are refining our decision framework
- Stability of higher education employment is no longer strongly assured

..... All while technology is more deeply embedded in our institution

*What practices must evolve to support our goals?*

Tech Unemployment Rate at Near-Record Low on Strength of Employer Hiring Activity, CompTIA Analysis Finds

CompTIA

The New York Times

*A Two-Year, 50-Million-Person Experiment in Changing How We Work*

More than 400K employer job posts  
DOWNERS GROVE, Ill., April 1, 2022 /PRNewswire/ -- The unemployment rate hit a record low, tech companies added workers for the 16th consecutive month, and surpassed 400,000 in March, according to an analysis of the labor market by the association for the information technology (IT) industry and

Security Boulevard

Shortage of Information Security Professionals

by Karen Bender on February 16, 2022

In recent years, there has been an exponential

. It was one size fits some, but else would squeeze in.

THE BUSINESS JOURNALS

THE PLAYBOOK

What business owners need to know to grow and protect their businesses >

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Career & Workplace

**Remote work, competitive salaries heat up as companies fight for software engineers**

INSIDE HIGHER ED

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The Number of Colleges Continues to Shrink

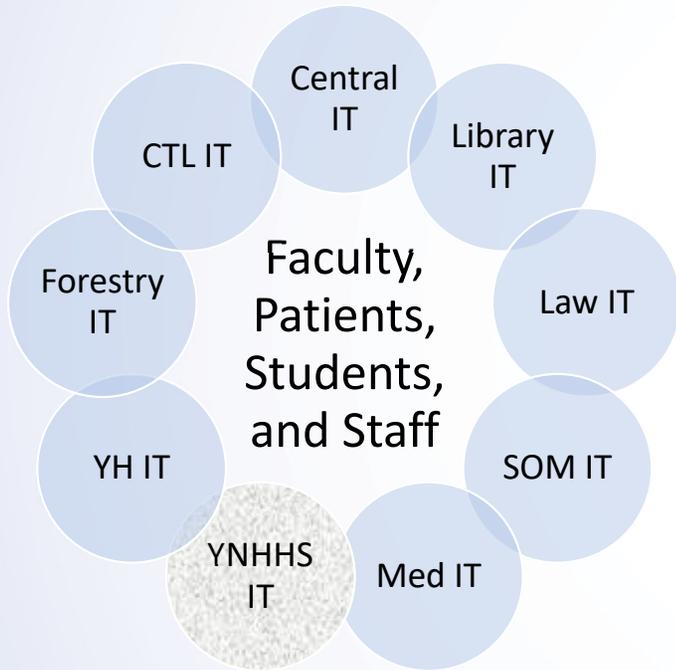
More public and private two-year and four-year colleges closed or merged between 2019-20 and 2020-21 than was true for for-profit institutions, a change from recent trends.

By Doug Lederman // August 2, 2021

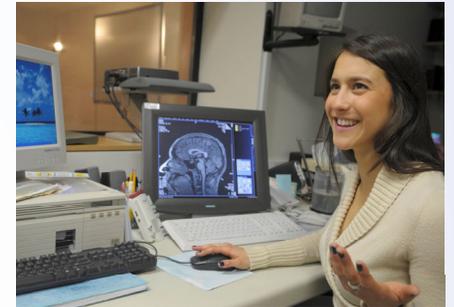
# Our Journey at Yale



# Reset Foundational Context



Effective delivery requires an emphasis on *collaboration* and *shared accountability*



Information Technology is *an enabler* in much of what we do as a research university.

# Communicate Clear Strategy



## One IT@Yale

Working Together to  
Provide Clear and  
Accessible Services



## Service Quality

Consistent and  
Reliable Delivery of  
Valued Services



## Workplace of Choice

Great People  
Enthusiastically Working  
Toward Shared Goals

These will remain the strategies behind our journey toward a more capable IT function now through FY22

- Team authored; team owned
- Establishes clarity of purpose
- Enables empowered action

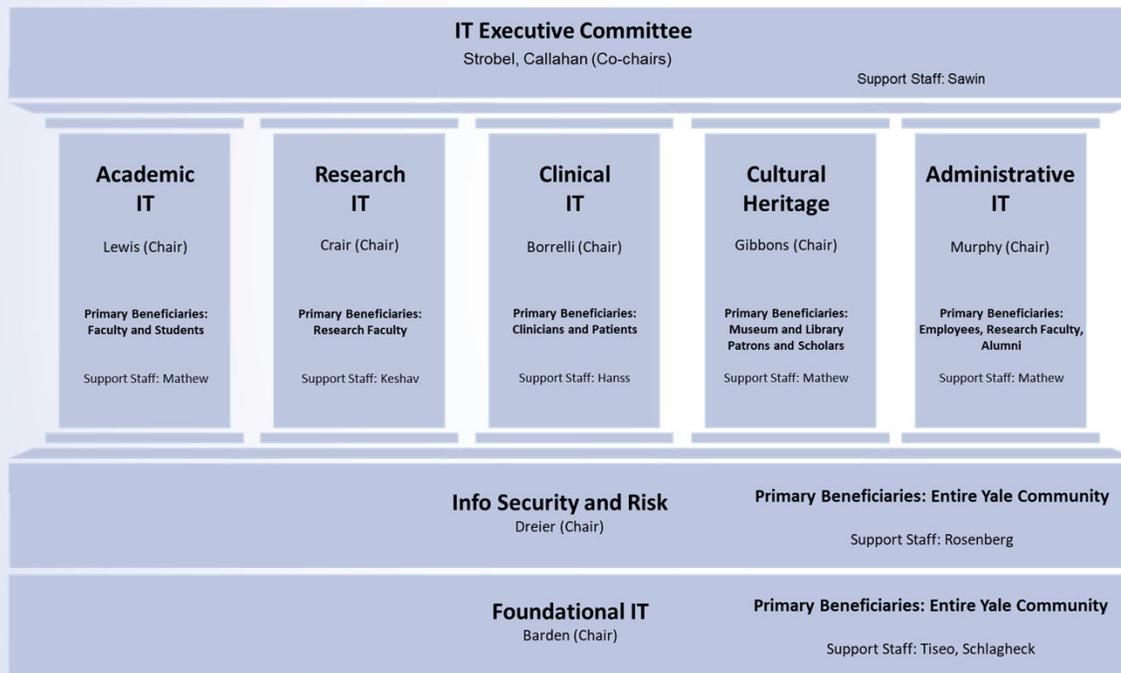
All Strategic Goals are framed through this lens

All messaging is categorized in these segments to help reinforce these key principles.



# Yale - Refine Decision Authority

## Investment Decisions:



Priorities are decided by functional leaders, not IT.

**The IT budget is NOT the CIOs budget...**

## Principle-based Responsibilities:

**Central** (435 FTE) – attends to services all units share such as the network, data centers, telephony, administrative applications, central registrar scheduled classrooms, central helpdesk, institutional research support, and information security.

**Divisional** (~250 FTE) – attends to service that are unique to your faculty and student experiences or aspects of differentiation you deem appropriate, most often faculty support, divisional classrooms, or other specialized services.

# Evolve Culture

27 specific programs implemented over 3 years in the following areas through both Senior-Leader led initiatives and a diverse Climate, Culture, and Inclusion Task force:

- Data
- Hiring and Workplace Transition
- Workplace Culture
- Performance Assessment
- Pay Equity
- Career Progression
- Learning and Development



# Implement Flexible Work

Refined organizational expectations to align to market changes emphasized through the pandemic. Formally implemented in IT in January, other units expect to launch in July.

Service	Fully on-campus	Hybrid (steady schedule) eligible	Hybrid (tailored/seasonal) eligible	Largely remote eligible
CTS - Desktop Support Personnel	Y			
CTS - AV/Classroom Technology	Y			
CTS - Telecommunications	Y			
CTS - Help Desk		Y		
CTS - Unified Communications		Y		
CTS - Endpoint Engineering				Y
CTS - All Other		Y		
Fin - Administration & Operations		Y		
Fin - Accounting				Y
Fin - Cellular				Y
Fin - All Other		Y		
HR Support for IT - All		Y		
SS - Program Management				Y
SS - Service Management				Y
SS - Quality Assurance				Y
SS - Architecture				Y
Ops Excellence - All				Y
FTS - Platforms & Systems Admin		Y		
FTS - Cloud				Y
FTS - Storage Administration		Y		
FTS - Network Team	v			

- 1. Fully on-campus (80/435):** These positions require a physical presence on campus to perform their work. Clinical operations, hospitality, security and police, and maintenance positions are some examples of this category of work.
- 2. Hybrid (steady/annual schedule) (230/435):** These positions maintain a consistent balance of on-campus and remote work throughout the year. The number of days per week that employees in this category shall work on campus will be determined by their vice president, dean or delegate, with that number being no fewer than 2-3 days per week.
- 3. Hybrid (tailored/seasonal) (0/435):** These positions have schedules that fluctuate based on the nature of their work and the time of the year. Examples may include student facing roles.
- 4. Largely remote (125/435):** These positions only work on campus occasionally and require HR approval in advance based on unique aspects of the work. It is our expectation that the overall number of roles in this category will be limited.

# Redesign a Market-Based IT Job Family

Goal	Why?
<b>Rebalance Workforce</b>	<ul style="list-style-type: none"><li>• Lack of reward for individual contributor roles not requiring supervisory responsibilities leading to top-heavy design and stagnant opportunities for our most technically capable individuals.</li><li>• Refine approach for junior level positions to improve pipeline.</li><li>• Limitless titles and roles means lack of clarity about what people do.</li></ul>
<b>Clarify Career Progression</b>	<ul style="list-style-type: none"><li>• Workplace survey feedback indicating challenges understanding opportunities and paths, expectations / requirements for promotion</li></ul>
<b>Improve Equity Practices</b>	<ul style="list-style-type: none"><li>• Need for an effective method to reduce bias and validate equity practices. Very difficult without better defined clusters.</li><li>• Way too much detail in job descriptions, a time proven problem in attracting applicants from underrepresented populations.</li></ul>
<b>Improve Operational Cost Structure</b>	<ul style="list-style-type: none"><li>• Limitless titles and roles means a lot of extra internal work – every job is special, unique, and requires individual level of review and exception.</li></ul>
<b>Reset Expectations and Assessment Consistency</b>	<ul style="list-style-type: none"><li>• Our position descriptions and assessment criteria have not evolved along with the changes in organizational expectations.</li></ul>

What additional pressures are you observing in IT Employment?

Do you perceive these changes as transient or long-term?

What methods to improve the situation are your institutions exploring?

