

ucisa +  **Domain7**

*domain7.co.uk*



The ucisa community's ask - introduced by

Deborah Green (CEO, ucisa)





***“We are a digital product agency with a people-centric culture, creating positive experiences and enabling successful outcomes for community organisations.”***

Jon Faulkner - UK Managing Director



# Approach



Collaboration



Research



User  
Research



Information  
Architecture



Content



Design



Usability  
Testing



Agile Dev.



QA



Launch

# Domain7 partners



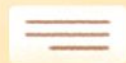


# Domain7



# Civil Space

ucisa



- **People-centric** - creating positive user experiences through research and design, enabling successful outcomes
- **Culture & Process** - equipping organisations working through transformation
- **Digital Solutions** - creating impact in the delivery of our work and demonstrate new practical ways of working with real outcomes
- **Product Development** - providing scalable solutions for common challenges across a sector



Domain7

connect share transform

# The ucisa mandate - “we hear you ...”



ucisa leadership conference attendees in 2019 raised their shared challenge of the difficulty of recruiting and retaining capable and committed people.

Domain7 in collaboration with ucisa will produce an online guide sharing knowledge and recommended actions for:

- **Potential role candidates**
- **People currently working within HE IT**
- **People and organisations recruiting into HE IT**

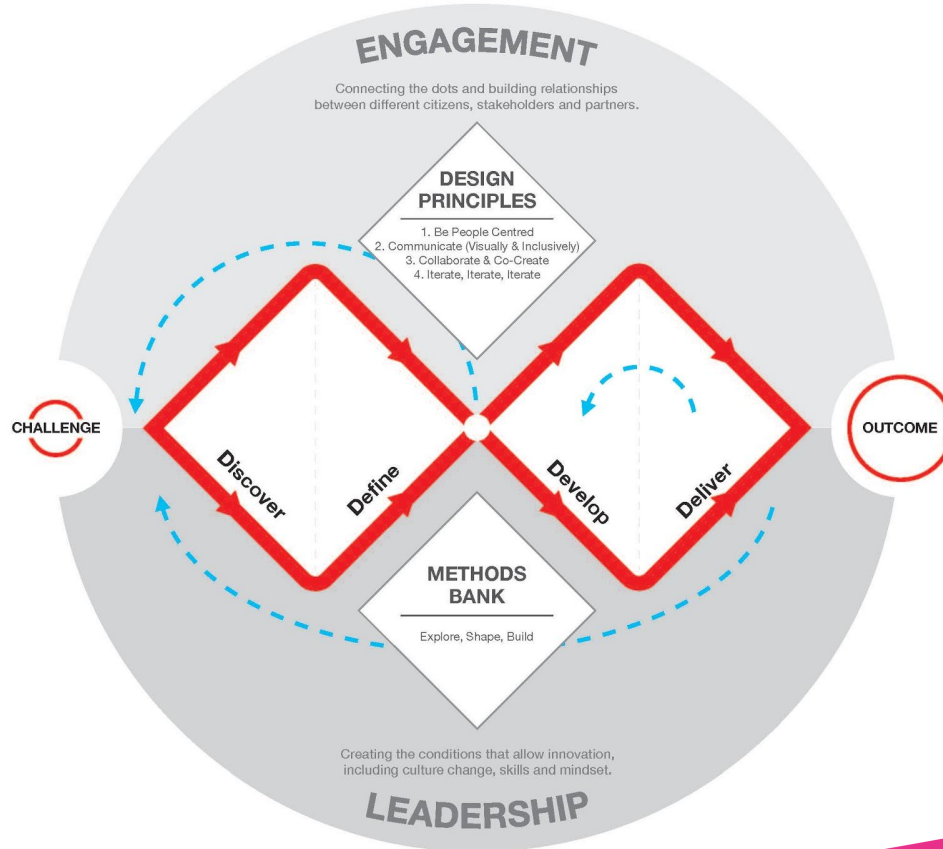
# ucisa working group members



1. Lynne Newbitt - Loughborough University, Chair and representing WiT
2. Emma Woodcock – York St John University CIO
3. Mary Hill – Sheffield Hallam University, representing DCG
4. Richard Goodman – Loughborough University and Chair of DEG
5. Iain Cameron – University of Aberdeen, representing SSG
6. Lisa Sutherland-George - University of Aberdeen, representing HR
7. Gareth McAleese – University of Ulster, representing CISG
8. Lex Wilkinson – Sheffield Hallam, representing EAG
9. Greig Sharman - University of Leeds, representing PCMG
10. Anna Matthews - ucisa



# People Centric Design Thinking



# Have your say



OPEN

## ucisa20 Brunch Briefing Survey

Thanks for attending today's ucisa20 Brunch Briefing. Please share your thoughts on HE IT sector recruitment and retention here.

**Participate now**

Approximate time **2 minutes**

<https://ucisa.civilspace.io/en/projects/1/engagements/4/sections/1>

# Emma Woodcock – York St John, CIO



# Lynne Newbitt - Loughborough Uni., End User Computing Manager



Chair of ucisa Recruitment & Retention Working Group and representing WiT



**Loughborough  
University**

# WHAT IS IMPORTANT TO CANDIDATES?

**Employers to be transparent,  
authentic and give the full  
picture**

**An efficient process**

**Personalised communication  
and functionality**

**To feel welcomed**



# Employers to be transparent and authentic

Candidates will only consider applying to organisations that:

Prove they will invest in their personal development

82%

Have clear descriptions of their products and services

76%

Show them a clear career plan

76%

Have a public commitment to Equality, Diversity and Inclusion (ED&I)

73%

Offer them an increase to their current salary

72%

Have clearly defined brand values

68%

Have a public commitment towards Corporate Social  
Responsibility (CSR)

61%

Have employee testimonials and reviews

55%

Have a clearly defined Employee Value Proposition (EVP)

51%

Make their financial performance public

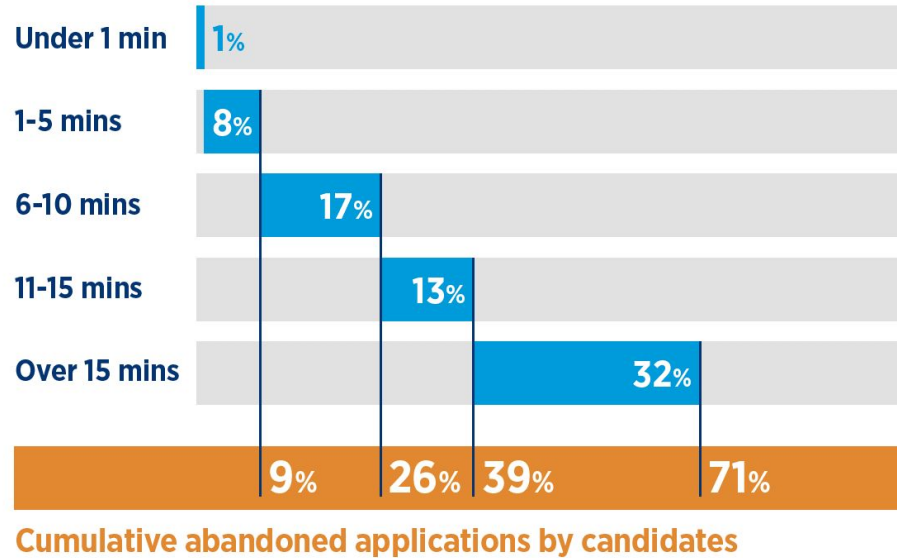
48%

They have a brand affinity with

39%

## An efficient process

### Length of time after which applicants would consider abandoning an online application



# Personalised communication and functionality

## Functionalities applicants find important when applying for jobs online vs the functionality employer career websites/portals offer

What employers offer Importance to applicants

### Edit and submit CV



### Save job search criteria for another time



### Set up a job alert



### Set up an applicant profile



### Save multiple versions of their CV to their profile



### Download career/job app to their phone



To feel  
welcomed

Who applicants want to meet as part of the interview process  
vs what employers offer as part of their standard process

What employers offer Importance to applicants

Hiring manager(s)



Direct report(s)



Internal recruiter(s)



Recruitment consultant



Human Resources



Board/executive member or senior management



Other colleagues

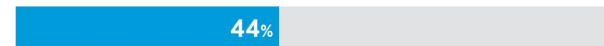


Top reasons applicants have been deterred after visiting the  
office/site for the first time

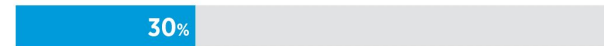
Internal environment unwelcoming



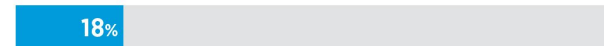
Receptionist and/or staff unwelcoming



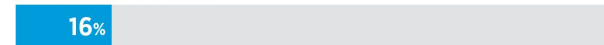
Applicant didn't like the office exterior/location



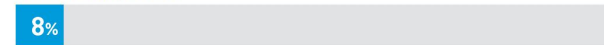
Poor signposting and information



Lack of public transport



Accessibility issues







# Retaining the Higher Education IT Workforce

(according to EDUCAUSE The Higher Education IT Workforce Landscape, 2016)



Why IT Matters to Higher Education  
**EDUCAUSE**review

50% of staff in IT workforce said they might pursue employment opportunities outside their current institution in the following 12 months

When asked to rate importance of factors in **decision to stay**, pay was only ranked 9th most important:

1. Quality of life
2. Work environment
3. Occupational stability
4. Benefits - inc. training and holidays
5. My boss / leadership
6. Colleagues
7. Work hours
8. Opportunity to build technical skills
9. Financial compensation
10. Geographic location



# Retaining the Higher Education IT Workforce

(according to EDUCAUSE The Higher Education IT Workforce Landscape, 2016)



When considering **staff professional development**, the following things that managers encourage staff to do were negatively correlated with pursuing outside employment opportunities

1. Attend conferences focused on higher education IT
2. Complete "stretch" assignments outside my role or outside my annual goals
3. Take formal technical training classes
4. Engage in informal peer networking
5. Attend general IT conferences without a particular focus on higher education
6. Create or contribute to blogs or online discussion groups
7. Obtain advice from a mentor

# Emerging themes from user interviews



Key insights from joiners & leavers of HE IT

## 1 — The higher purpose HE IT brings

Strong sense amongst all groups that working in HE IT gives a strong sense of purpose and is more fulfilling.

## 2 — Training is seen as pivotal for all

Opportunities for training and development are vast, and staff look for this in their roles.

## 3 — Challenges getting into the sector

Long recruitment processes are deterring potential joiners and visibility of jobs needs to be increased.

## 4 — Continuous Evolution is key

Many staff feel there is stagnation and resistance to change. Even new starters have experienced this.

# The higher purpose HE IT brings

“Emphasise the sense of belonging for staff.  
We’re not there to turn a profit, therefore it’s  
important to get into that mindset.”

Strong sense amongst all groups that Higher Education gives a strong sense of purpose and is more fulfilling as a sector in general. With the ability to influence the way that people do things and for our future generation. It's unique to be so close amongst the customers, strong sense of personal value.



**"I like to be the difference that  
makes a difference"**

- Team lead, University of Westminster



# Training is seen as pivotal to all

Strong sense from all groups that working in HE IT is a "Different pace and dynamic". There is time to dedicate and set aside to develop your career and grow, compared to other industries.

Opportunities for training and improving skill sets are vast - groups talked about being able to do a degree, online courses and have the time to set aside to this.



"I'm quite excited [for the opportunity to do training], as there wasn't scope or money to do this in my previous roles."

- New starter at Imperial College

# Challenges getting into the sector

People interested in joining want to see more encouragement of transferable skills not just working in the sector before as a key determinant. “You can’t get in, until you’re in”

Better visibility of HE IT roles are needed. Applying through university websites is generally a cumbersome process. Preferred methods would be through LinkedIn and job sites.



# For me, getting back into Higher Education is really, *really* difficult

- Former CIO & Interim Director at Birmingham City

# Ensure the sector continues to evolve

It was heard that many feel like people are staying in roles for too long, this means processes are becoming stagnated - “things are always done it this way”

There was also talk around technology lagging behind, but also how important it was that the sector stays ahead of the curve - as their customers (students) are certainly far ahead, and they have higher expectations. In order to attract people to the sector, staff feel there needs to be less resistance to change.





**“I’ve been told by a lot of people [when trying to introduce new processes] that “things work differently here.”**

- New starter at Imperial College

**"Mandatory is optional - you’ll ask someone to do something, and they say why should I do this?  
Resistance to change."**

- Former IT Director at Hull University

# Project phases



# Key Takeaways / Challenges

## **1 — The online guide will bring clarity, recommendation and encouragement**

A resource for all key stakeholder groups, in a useable, searchable and reusable way

## **2 — Some core emerging themes may seem evident**

The imperative now is to take action and address the process gaps or timescales and build awareness and engagement

## **3 — Challenges are heightened at the moment**

Long-term recruitment processes need adapting, across the organisation and in the channels used to engage with the best people to hire

## **4 — Retention within sector as well as within organisation**

With 6 months and £30k “cost” per new recruit, ensuring our respective organisations and the sector overall are good stewards and a key go to employers



## ucisa HE IT Sector Recruit and Retain Guide

Staff turnover, recruitment and retention measures are important indicators of the attractiveness of higher education (HE) jobs and staff satisfaction within the sector. The aim of this project is to identify key processes, benefits and opportunities to create the best experience for those entering and working within the HE IT sector. Through collaboration and engagement we will seek to identify key themes for our guide to recruitment and retention, **which we will publish in Summer 2020**

**“ We know that HE IT is an exciting and challenging place to be – but do our potential recruits? We’re**

# Q & A

- with Working Group Representative Panel



**“Please participate in the survey -  
we really value your contribution.”**

- Deborah Green, ucisa CEO

**[ucisa.civilspace.io](https://ucisa.civilspace.io)**