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Together makes progress

Client Success Story

Organization & Workforce Transformation

A top 10 US university takes a 'people first' approach to their transformation to improve the end user experience and enhance their workforce culture.

Background

This large, private, R1 university engaged Deloitte to assist in building a world class IT organization with innovative services built for scale. At the time, the central IT department leadership recognized that its falling customer services scores and lack of innovation stemmed from an underinvestment in and lack of planning for IT talent spanning over three decades. Through its 1.5 year engagement with Deloitte, this institution reimagined the way the IT workforce could deliver services across the university, implementing a new organizational and service delivery structure just in time for the global pandemic that sent students into fully remote learning for four terms. Senior university leadership stand by the fact that without this transformation, this institution would not have been prepared to support its students, faculty, researchers, and staff through the pandemic.

Process

Deloitte was engaged to:

- Conduct a **Current State Assessment** of centralized information technology talent by analyzing employee and workforce data, and **conducting nearly 100 stakeholder interviews** to evaluate the IT talent experience across the following dimensions: recruiting & hiring, training and competencies, career pathing and organizational model, performance management and rewards, and culture;

- Provide **organizational benchmarking** of the talent size, IT competencies, and salaries of higher education and non-higher education organizations in the same or similar geographic region;
- Design a **future state organizational and operating model** to grow IT capability over 5 years and enable the strategic Digital Transformation roadmap for the institution;
- Develop a **competency framework and model, author 250 job descriptions** , and **determine all associated compensation benchmarks** to establish the infrastructure for the talent experience;
- Establish a **competitive apply and recruit transition strategy** to move current talent into new roles and attract external talent to the organization to fill skill gaps;
- Develop and operate a **detailed change management and communications strategy** to support employees on their transformation journey providing resources such as informational videos, leader Q&A sessions, newsletters, internal websites, career coaching, resume review and interviewing support services, mental health counseling, and redeployment or outplacement services if required;
- Design and implement an **onboarding program** to onboard/re onboard talent to the new ITS organization with a focus on organizational values and forward facing IT competencies;
- Translate the competency framework into **a vision and values oriented performance management and performance evaluation program** to reinforce accountability across the redesigned IT workforce;
- Advise throughout the transformation **providing reporting and project management** support.

Impact

These activities resulted in a higher skilled, culturally unified yet diverse IT workforce organized intelligently around the new IT service delivery model. At the completion of the engagement, this ITS workforce had more female leaders and leaders of color than ever before , representing the organization's commitment to equity and inclusion. This workforce is now equipped to enable the ambitious, five year Digital Transformation strategy for the institution to enhance the student experience.

For more information, please contact us.

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