



Attraction, Retention and Development Plans for IT Leaders

Bridget Quinlan
Interim CIO, CJE SeniorLife



Why?



Why?

PRODUCTIVITY.

High performing employees are 8 times more **productive** than others

McKinsey

CULTURE.

Having opportunities to learn and grow is the top driver of a great work **culture**

LinkedIn 2022 Skills Advantage Report



How



Tools to build a powerful team

Tools to Build a Powerful Team



Competency
Matrix

Performance
Management



Growth Journey: Define Destinations

- Spreadsheet that clearly lays out the **level of competency** for each role
- Clearly articulates the work **performance** expected at each level, e.g. junior, intermediate, senior
- Employees and managers use this tool to understand what is expected of each role, to understand the difference between where they are and where they want to be



Competency
Matrix

		Business Analyst		
Job Competency	Working Title	Junior Business Analyst	Business Analyst	Senior Business Analyst
Project Management		1	3	5
Product Selection & Procurement		1	4	4
Technical Documentation		2	3	4
Implementation		1	3	4
Maintenance & Support		3	4	4
Quality Control		1	3	4
Vendor Management		1	3	4
Business Requirements Analysis & Testing		4	6	8
Business Use-Case Application Skills		2	4	5
Development, Technical Analysis, & Unit Testing				1
Application Administration Skills		3	4	1
Database Administration				
Database Development & Design for Applications				
Business Intelligence		1	3	3
Server Administration				
Voice & Data Network Administration				

		Business Analyst		
Job Competency	Working Title	Junior Business Analyst	Business Analyst	Senior Business Analyst
Project Management		1	3	5
Product Selection & Procurement		1	4	4
Technical Documentation		2	3	4
Implementation		1	3	4
Maintenance & Support		3	4	4
Quality Control		1	3	4
Vendor Management				
Business Requirements				
Business Use-Case Analysis				
Development, Technical				
Application Administration				
Database Administration				
Database Development				
Business Intelligence				
Server Administration				
Voice & Data Network Administration				

Competency Levels

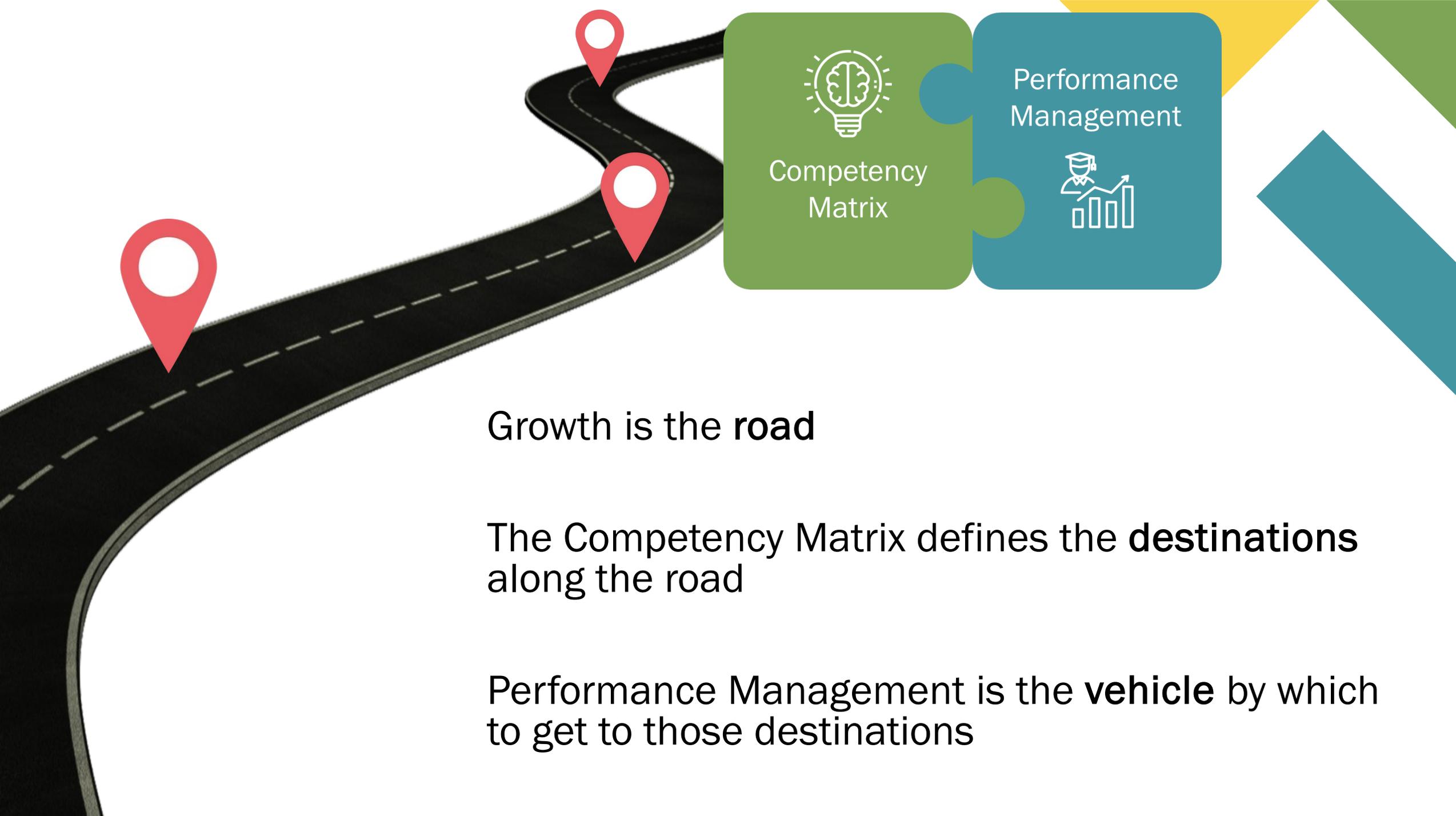
Foundation (Level 1) - Builds on the ideas of others

Proficient (Level 2) - Can use tools and Methods

Advanced (Level 3) - Generates original ideas

Coach (Level 4) - Serves as positive role model

Strategist (Level 5) - Forms vision and creates strategy



Growth is the **road**

The Competency Matrix defines the **destinations** along the road

Performance Management is the **vehicle** by which to get to those destinations



Performance Management

Frequent

Focused

Feedback

Growth Journey: Moving from A to B

- Frequent, focused feedback
- Quarterly
- 3 goal types:
 - New skill: Development
 - Enhanced skill: Stretch
 - Existing skill: Current Responsibility
- Each quarter, meet to
 - Review goal achievement for previous quarter
 - Set up goals for the upcoming quarter
 - Mid-quarter check-in
 - PRO TIP: Set up these up as recurring meetings at the beginning of the year

Performance
Management



Let's go!



Thank you

Bridget Quinlan

bridget_quinlan@yahoo.com

www.linkedin.com/in/bridget-quinlan/

