

Mainframe talent drain

Our recent survey shows mainframes are here to stay.

Will IT organizations have the talent they need to deliver on hybrid strategies?

Think mainframes are on their way out? Think again. Deloitte's 2020 Mainframe Market Pulse survey tells an alternative story. Business and IT leaders show plenty of interest in mainframes—especially in upgrading legacy environments as the foundation for hybrid strategies in data and transaction-heavy industries.

But the workforce with the skills to support these systems is aging out—and the pipeline to fill these roles is diminishing. How are business and IT leaders addressing this talent gap to support their mainframe needs as they move into the future?

Here's what 261 business and IT leaders revealed about the talent gap and how they're attempting to mitigate it. These survey insights offer a window into their thinking, and can be useful in guiding your talent, investment, and IT strategies.



Skill set slow-down

Rising reliance on mainframes

91% OF RESPONDENTS identified **EXPANDING** their mainframe footprints as a moderate or critical priority over the next year.

You should skill up your talent pool to support strategic IT investments.

Reduced access to mainframe talent

BUT 79% cited their top mainframe-related challenge is acquiring the right resources and skills to get work done.

71% said their mainframe team is understaffed

and **54%** noted their mainframe team is underfunded

"The aging population of mainframe employees is **a concern for long-term stability.**"
– Director of IT at a healthcare organization

Where it hurts

93% said

It's moderately to extremely challenging to acquire the right mainframe resources and skills.

59% said

We have mainframe knowledge/skills gaps among our own mainframe personnel.

56% said

There are major talent gaps in the workforce when it comes to finding skilled mainframe personnel externally.

"**Finding experts is definitely a challenge.** Bringing people onboard and trying to train them and bring them up to speed is a **long-term investment from a personnel perspective.** It takes at least one to two years to bring them up to speed and catch them up on how mainframes are dealt with compared to the other technologies. **Mainframe is a niche skill.**"
– VP of Security Engineering & Risk for a financial services organization

Base: 261 business and IT decision makers with authority or influence over mainframe decisions
Source: A commissioned study conducted by Forrester Consulting on behalf of Deloitte Consulting LLP, June 2020

Skills boost

Outside help

54%

plan to use outside resources to accomplish mainframe-related goals over the next three years.

Talent tools

Other approaches respondents are using to make sure they have the right skills for their job include:

- ▶ Reskilling or internally training existing employees
- ▶ Using an internship program or entry-level training program for new employees
- ▶ Migrating specific applications from the mainframe to another platform with a deeper talent pool

Can you bridge the gap?

What modernization skills does your workforce need? The knowledge needed to support core transactional systems, modernize applications, keep data safe and secure, and integrate with the other enterprise systems are challenging to staff, train, and maintain internally.

Do you have the talent and skills you need to support a modern IT environment across core, private, cloud, and edge?

Typical roles

Application designer	Application programmer	Enterprise architect	System administrator
System developer	System programmer	System operator	Production controller

Key competencies

ANALYTICS Assessments Automation Data discovery Data mining Master data management	ARCHITECTURE Agile DevOps Integration Platform connectivity Red Hat OpenShift	HARDWARE, SOFTWARE, AND OPERATING SYSTEM IBM Z IBM LinuxONE z/OS z/VM z/VSE z/Linux CICS Business rules extraction/ rules engine Debugging Clustering File-AID I/O connectivity Job scheduling Networking Online and batch processing Services and support System control and partitioning System optimization TSO/ISPF	SECURITY ARCHITECTURE, ADMINISTRATION AND OPERATIONS Pervasive encryption Data passports Relief system administration Testing
DATABASE Adabas DB2 IAM IMS Oracle for zLinux QSAM VSAM	LANGUAGES Assembly C Clist COBOL Java JCL Natural Python Rexx SQL		

Let's connect

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