BUILDING A DREAM TEAM: TALENT ACQUISITION STRATEGIES FOR DATA AND ANALYTICS RESOURCES

Presented by Rob Jones, City of Richmond Hill

Joanne Taylor, Regional Municipality of York

Susan Chin Snelgrove, Regional Municipality of York

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Data and Analytics
WORKSHOP

Putting Data to Work: Igniting Collective Potential

OUTLINE

Welcome, Survey Results

Factors to Consider When Building a Data and Analytics Team – Rob Jones

Exploring the Role of Analytics in Modern People Practices – Joanne Taylor

Facilitation Session

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PRE-EVENT SURVEY RESULTS

On a scale of 0 to 10, where 0 is "hasn't crossed my mind," 5 is "a few resources in place" and 10 is "many resources," where would you say you are on your data and analytics journey?
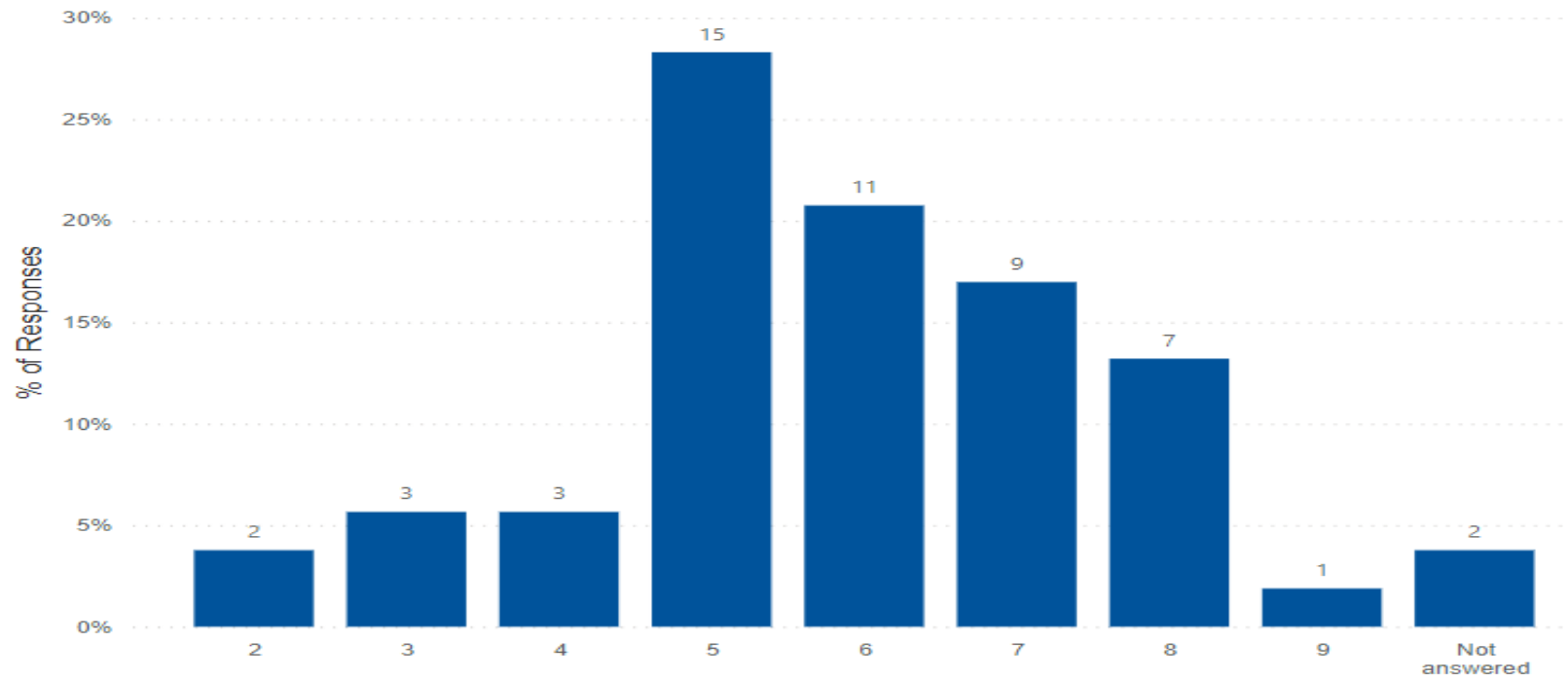
FINDINGS:

of **164** responses

- **84%** have **few** to **many** resources in place

PRE-EVENT SURVEY RESULTS

What challenges do you see in building data and analytics capability in your organization to achieve your vision for digital transformation?

FINDINGS:

of **164** responses

59% said **data** was a challenge

15% responded with **resources** being a challenge

FACTORS TO CONSIDER WHEN BUILDING A TEAM

BUILDING A DATA AND ANALYTICS DREAM TEAM REQUIRES:

Organizational strategy, vision and goal for Data and Analytics

Understanding your Data and Analytics journey/roadmap
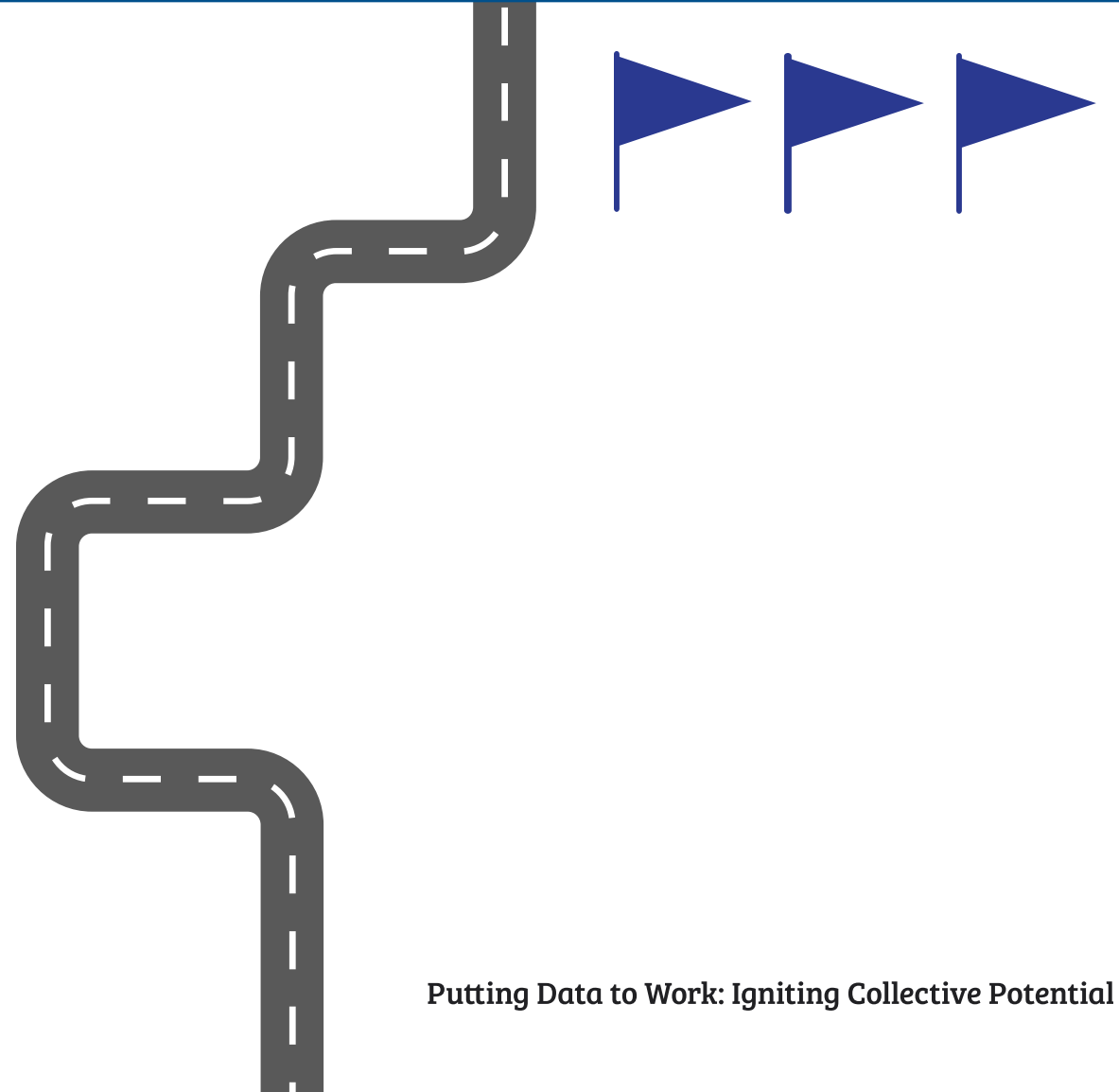
Support from your sponsors and key stakeholders
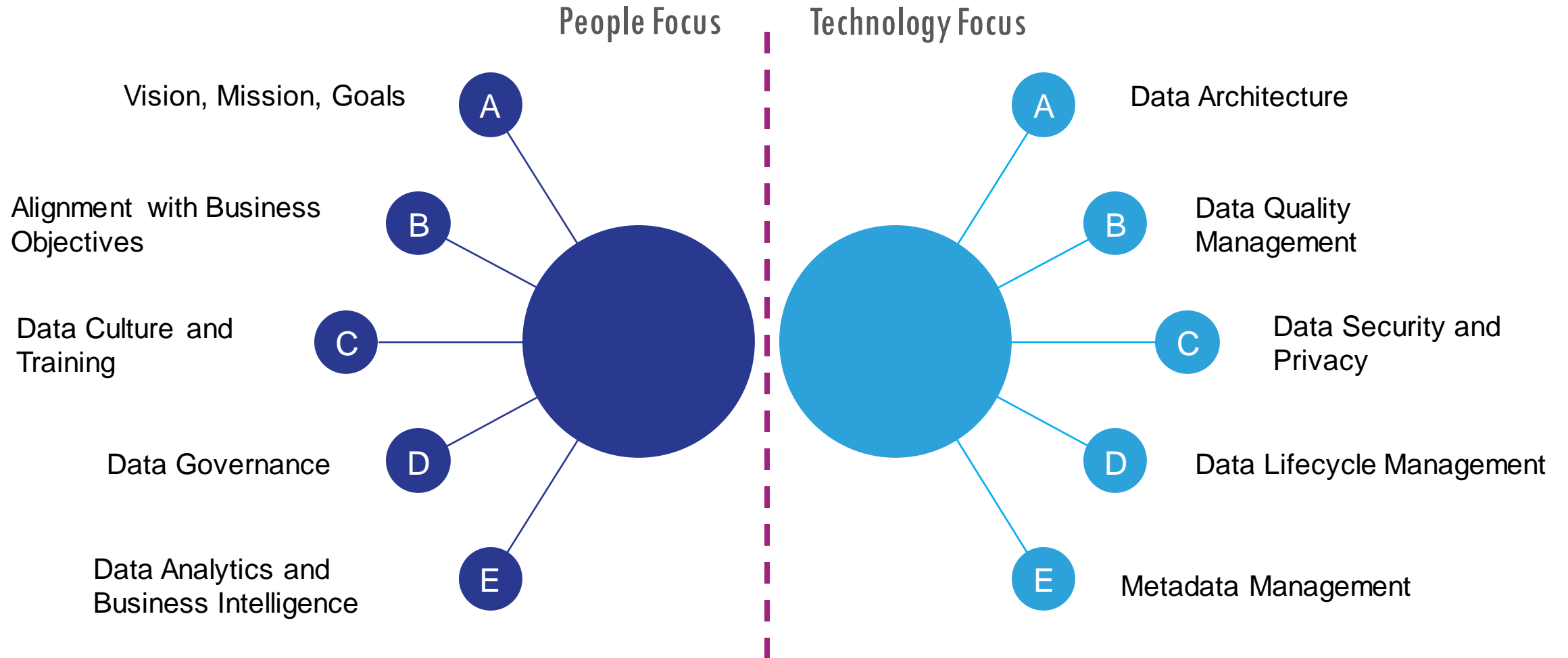
Choosing an operating model

Determining where Data and Analytics lives in the organization

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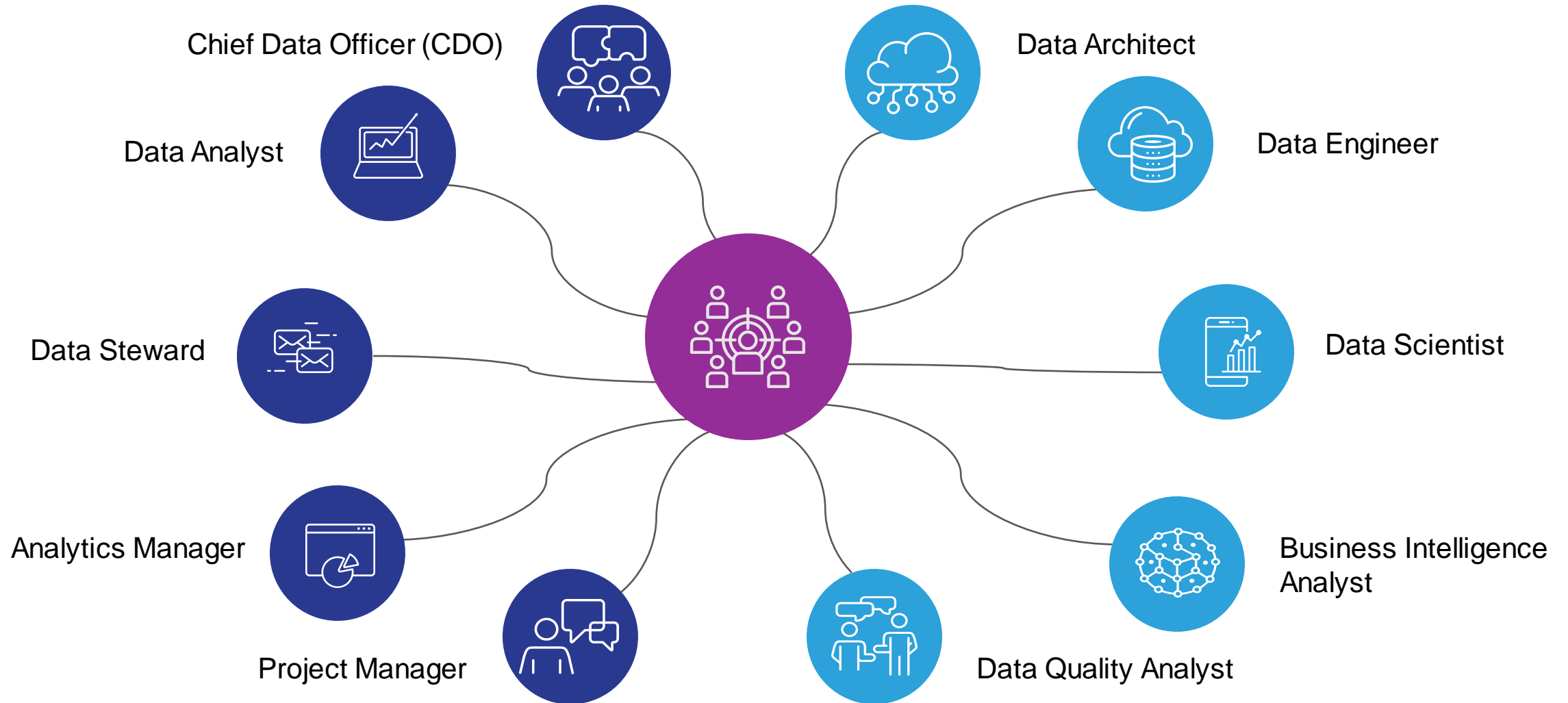# DATA AND ANALYTICS ROADMAP AND JOURNEY

- What are the key goals and drivers of your strategy?

- Where are you on your data and analytics journey?

- What skills and roles are most crucial now? In the future?

- What is your level of decision-making and influence in the organization?

- Where does ownership of data and analytics live? IT or Business?

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KNOWING YOUR DATA AND ANALYTICS STRATEGY

People Focus

Technology Focus

Vision, Mission, Goals

A

Alignment with Business Objectives

B

Data Culture and Training

C

Data Governance

D

Data Analytics and Business Intelligence

E

A

Data Architecture

B

Data Quality Management

C

Data Security and Privacy

D

Data Lifecycle Management

E

Metadata Management

STRATEGY DETERMINES ROLES AND SKILLS REQUIRED

Chief Data Officer (CDO)

Data Architect

Data Analyst

Data Engineer

Data Steward

Data Scientist

Analytics Manager

Business Intelligence Analyst

Project Manager

Data Quality Analyst

Key takeaway: Where you are in your strategy determines the roles and skills you require

IMPORTANCE OF SPONSORSHIP SUPPORT

1 Strategic alignment

2 Resource allocation

3 Leadership endorsement

4 Risk mitigation

5 Stakeholder engagement

6 Problem resolution

7 Visibility and recognition
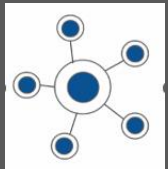
8 Long-term sustainability

Key takeaway: Sponsorship is crucial in building a mature data organization. Culture is contagious.
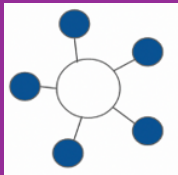
ORGANIZATIONAL MODEL TYPES
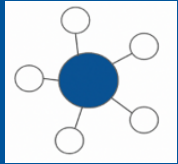
Centralized: Data and Analytics functions are controlled and managed by a single central team or department within the organization.

**Hybrid**: Combines elements of both centralized and decentralized models, allowing for a balance between standardized processes and local autonomy.

Decentralized: Data and Analytics responsibilities are distributed across various departments or business units, giving them autonomy over their analytics initiatives.

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WHICH MODEL IS RIGHT FOR YOU?

Aspect	Centralized	Hybrid	Decentralized
Advantages			
Consistency	✔	✔	✘
Economies of Scale	✔	✔	✘
Expertise Concentration	✔	✔	✘
Control	✔	✔	✘
Agility	✘	✔	✔
Contextual Understanding	✘	✘	✔
Empowerment	✘	✘	✔
Disadvantages			
Bottlenecks	✔	✘	✘
Lack of Flexibility	✔	✘	✘
Reduced Responsiveness	✔	✘	✘
Complexity	✘	✔	✘
Silos	✘	✘	✔
Risk of Redundancy	✘	✔	✘
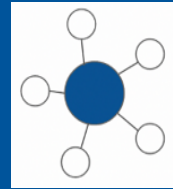
Centralized: Best suited for organizations requiring strict control, standardized processes, and consistent reporting across all units.
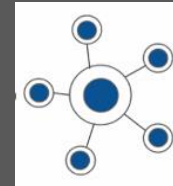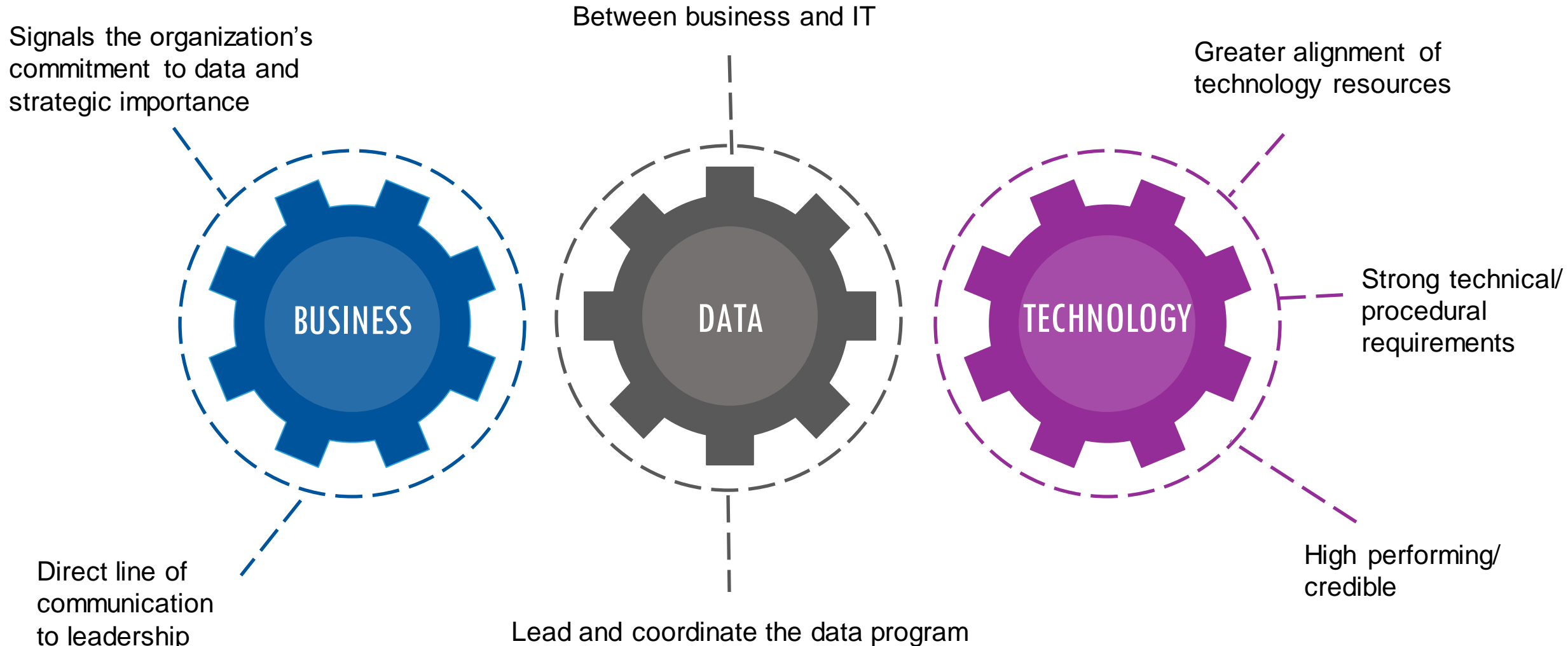
Hybrid: Ideal for organizations seeking a balance between centralized control and local autonomy, adapting to diverse needs and fostering innovation.
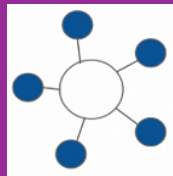
Decentralized: Most appropriate for organizations valuing agility, contextual understanding, and empowering individual units to take ownership of analytics initiatives.

WHERE DOES DATA AND ANALYTICS LIVE IN YOUR ORGANIZATION?

Signals the organization's commitment to data and strategic importance

Between business and IT

Greater alignment of technology resources

BUSINESS

DATA

TECHNOLOGY

Strong technical/ procedural requirements

Direct line of communication to leadership

Lead and coordinate the data program

High performing/ credible

RECRUITING AND RETAINING TALENT

- Attend networking events and connect with the community

- Leverage co-ops from specialized schools

- Provide a career path

- Sell a story of engagement, opportunity, technology

- Establish a development plan

- Evaluate your model

- Work with your business partners, HR and leadership teams

- Examine funding streams

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EXPLORING THE ROLE OF ANALYTICS IN MODERN HIRING PEOPLE PRACTICES

HR ANALYTICS IS NO LONGER A "NICE TO HAVE"

HR analytics supports critical organizational activities:

- Succession planning
- Competitor analyses
- Employee well-being
- Productivity

- Risk management
- Employee performance
- Retention
- Employee engagement

(Thomsons Online Benefits, 2020)

HR analytics is a top priority for organizations globally:

85%

of organizations identify HR analytics as **critical for the future of HR.**

(LinkedIn, 2020)

Organizations that are data driven are **10x** more likely to be very **effective at providing insights** to top leaders.

(HR.com, 2021)

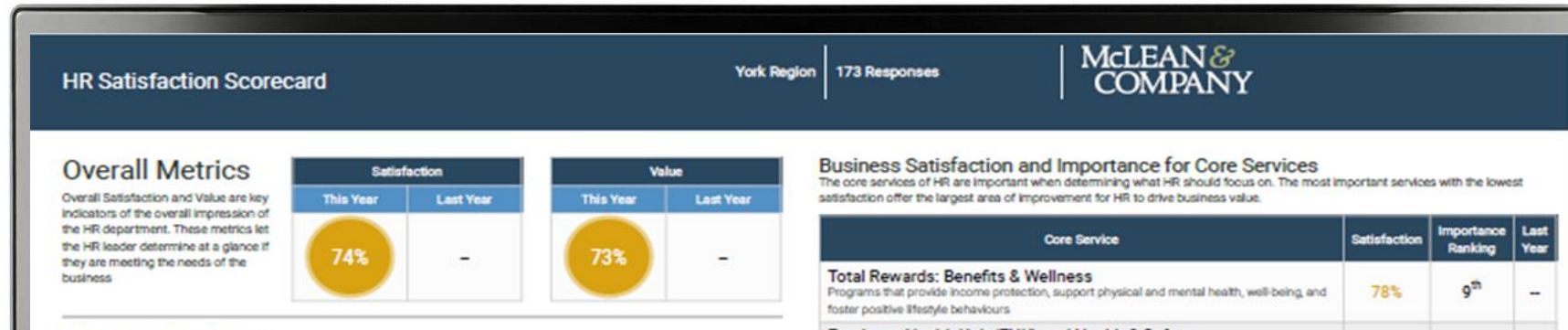Organizations with a documented HR analytics strategy are **86%** more likely to score highly in their ability to **enable innovation** (62% vs 33%).

(McLean & Company Trends 2022, *N=260 to 302*)

Organizations that have a documented HR analytics strategy are **45%** more likely to score highly in their ability to **produce desired outcomes or results** (77% vs 53%).

(McLean & Company Trends 2022, *N=301*)

HR TECHNOLOGY, METRICS AND ANALYTICS RANKING

HR Satisfaction Scorecard

York Region | 173 Responses

McLEAN & COMPANY

Overall Metrics

Overall Satisfaction and Value are key indicators of the overall impression of the HR department. These metrics let the HR leader determine at a glance if they are meeting the needs of the business

Satisfaction		Value	
This Year	Last Year	This Year	Last Year
74%	–	73%	–

Business Satisfaction and Importance for Core Services

The core services of HR are important when determining what HR should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for HR to drive business value.

Core Service	Satisfaction	Importance Ranking	Last Year
Total Rewards: Benefits & Wellness Programs that provide income protection, support physical and mental health, well-being, and foster positive lifestyle behaviours	78%	9th	–

Core Service	Satisfaction	Importance Ranking	Last Year
HR Technology, Metrics & Analytics Information technology used to support HR processes, analysis, and reporting of employee data for decision making	66%	12th	–

HR Relationship Satisfaction

Relationships are a key driver in stakeholder management. It is important that the business feels HR understands their needs and is getting enough communication.

Relationship	Satisfaction	Last Year
Needs Satisfaction with HR's understanding of your needs.	72%	–
Execution Satisfaction with the way HR executes your requests and meets your needs.	70%	–
Communication Satisfaction with HR communication.	72%	–

Total Rewards: Compensation

That lead us to ask ourselves Why?

- Was it because our Technology was outdated and not meeting the needs of our clients?
- How do we begin to upskill our HR Team?
- How do we better market and leverage the data that we do have?

STRATEGIC PILLARS

1 **HEALTHY WORKPLACE FOR ALL**
Foster an engaged, healthy, safe, diverse and inclusive culture.

2 **ATTRACT, GROW AND RETAIN TALENT**
Create a workplace where people want to join, stay, develop and perform at their best.

3 **LEADERSHIP EXCELLENCE**
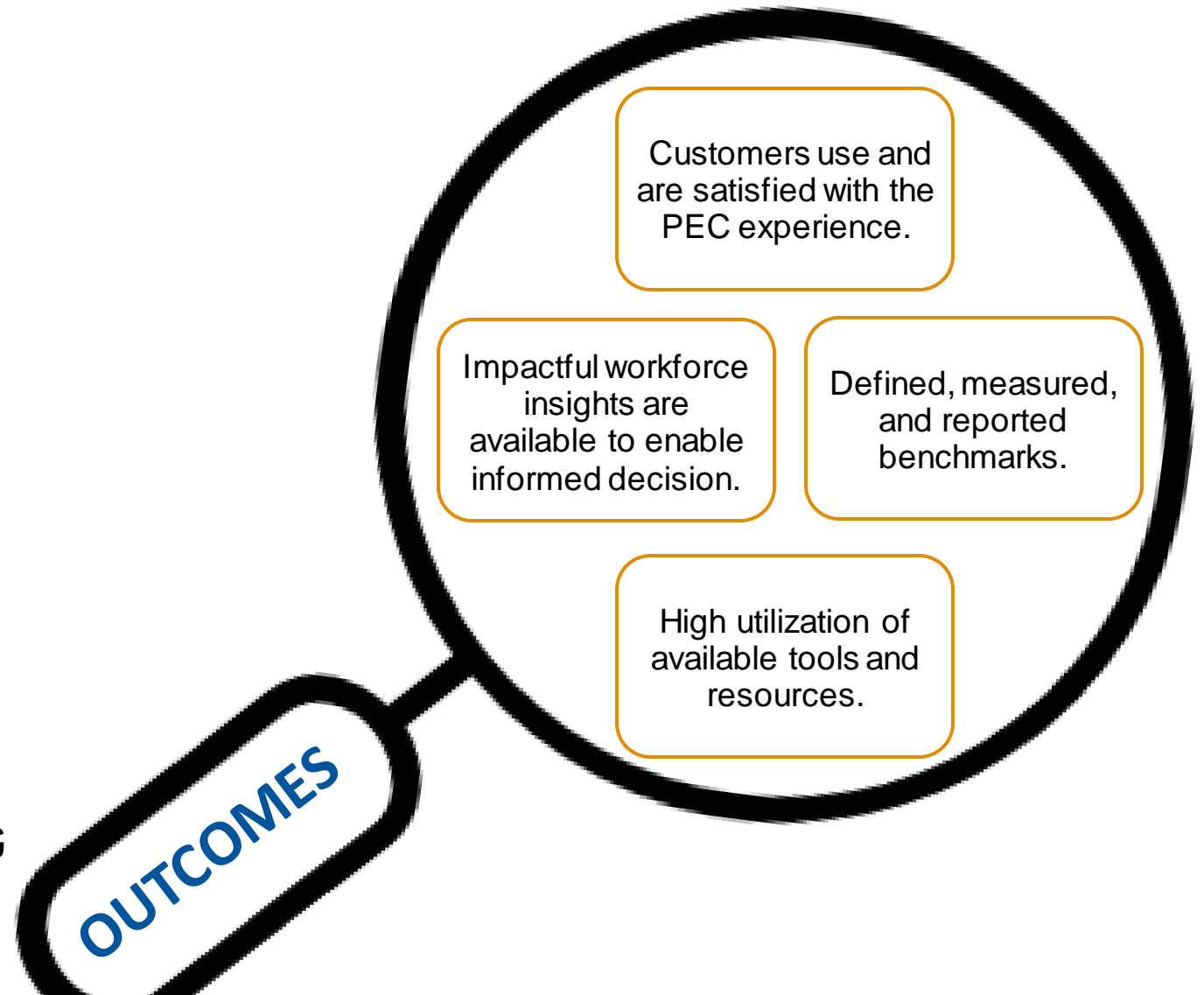Develop leaders who model our values and competencies while leading our people to deliver results.

4 **PEOPLE PLANNING**
Build and enable workforce capabilities for today and tomorrow.

5 **PEC MANAGEMENT SYSTEMS & REPORTING**
Optimize and leverage people processes, technologies, and data insights.

Customers use and are satisfied with the PEC experience.

Impactful workforce insights are available to enable informed decision.

Defined, measured, and reported benchmarks.

High utilization of available tools and resources.

OUTCOMES
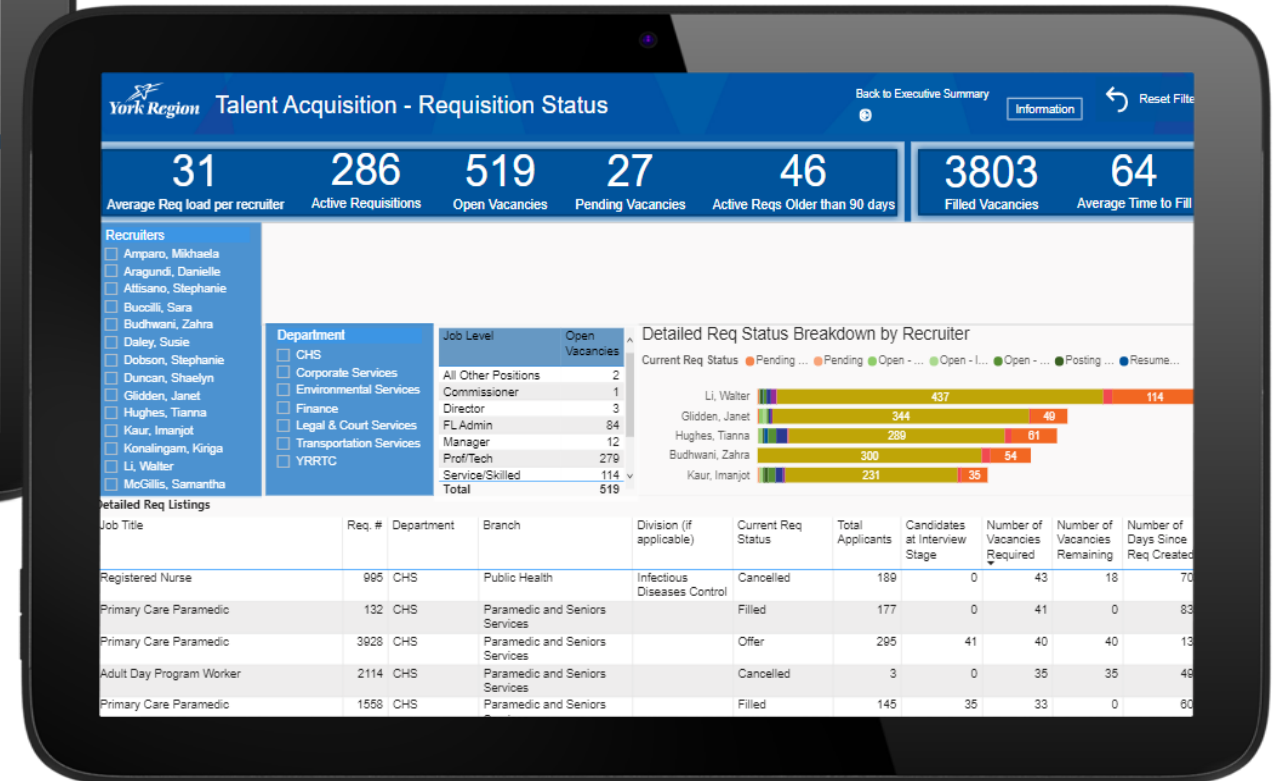
THREE OF OUR KEY PRIORITIES

1. Winning the competition for talent

2. Retaining talent and attracting and converting students

3. Upskilling and building internal capabilities at all levels in data, analytics and storytelling

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HUMAN RESOURCES DASHBOARDS

TALENT ACQUISITION DASHBOARDS

FIVE PAIN POINTS, INFORMED BY DATA

1. Our structure couldn't keep up with volume and hard-to-fill jobs

2. Reinforce our employer value proposition to differentiate York Region and opportunities to contribute and do interesting work

3. There were too many hand-offs and lack of role clarity

4. We needed to increase our outreach and strategic sourcing capabilities

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FACILITATED DISCUSSION

FACILITATED QUESTIONS

- Looking at the **Must-Have and Emerging Data, Analytics and AI Roles** (Gartner SDAO Survey 2023), what roles would you like your organization to have? What are the main obstacles you perceive in recruiting, integrating and retaining that talent?

- What opportunities are there for us to collaborate in the realm of data and analytics recruitment (e.g., sharing successful tactics, job descriptions or recruitment channels)?

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THANK YOU

Questions? Contact
Rob Jones rob.jones@richmondhill.ca
Joanne Taylor joanne.taylor@york.ca
Susan Chin Snelgrove susan.chinsnelgrove@york.ca

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