



# How to recruit a Data team

# HOW TO RECRUIT A DATA TEAM?

It's not easy for employers in the current environment especially if you are trying to hire in the digital ecosystem. If you sit in the technical or talent teams in 2022 you will be dealing with a number of challenges probably not experienced ten or even five years ago. To come up with effective talent acquisition strategies it's important you really understand the headwinds you face so we'll spend some time discussing these first and then provide hopefully some useful insights on how to effectively tackle talent acquisition in the modern day...

# What challenges are data driven digital employers facing?

## 01 THE SPEED OF THE MARKET

The dynamic nature of ideation and new skills in the digital data ecosystem means employers are constantly having to find new talent, deliver projects in new ways and try to keep technology conscious staff happy.

## 02 WAGE INFLATION

Many employers will have never experienced inflation akin to the numbers we are seeing today. This has a significant impact on the cost of hire and an employer's ability to hold onto their own talent.

## 04 CHANGES IN TALENT CULTURE

Events like the pandemic have made talent reassess how they want to work. There are significant amounts of data suggesting employees no longer see 40-hour working weeks in the office and working 9-5 as optimum.

## 03 THE ADVENT OF TECHNOLOGY

Most people would consider technology as a positive tool but the challenge is that they provide the same benefits to your competition, can be expensive to invest in and does not always provide consistent or value that is linear.

## 05 DIVERSITY & INCLUSION/HEALTH & WELLBEING

These are two of the most important topics employees consider when making decisions about whether they join or stay with a company. But for the employer it takes expertise, thought, time and resources to create a compelling, strategy and culture that appeals to an increasingly diverse and health conscious ecosystem.

## 06 RISING COSTS

For the perceptive ones amongst you, all of the above contributes to an increase in the cost of hire and even worse limited or non-existent yields. I can imagine that the recurring conversation between finance and HR/Talent Acquisition is how we cut recruitment and staff costs!

## 07 COMPETITION

The proliferation of the ecosystem and its growth have increased. Amazon, Google and Apple have increased their headcounts by 500 people in just the last 2 years. That's a lot of talent that is being hoovered up and provides some insight into how difficult it is to make an impact as an employer in a crowded marketplace and hold onto good people!

# What challenges are data driven digital employers facing?

Come up with a talent acquisition + retention strategy!

Invest in the right technology and find the right expertise to optimise it

Come up with creative hiring lanes and hire strategically

Think carefully about employer branding in relation to key trends

Engage in creative partnerships to help you facilitate your hiring vision

Optimise your recruitment tools and tactics

# TALENT ACQUISITION AND RETENTION STRATEGY

It sounds obvious but most companies tackle their hiring tactically. They hire when they need to and focus on headcount growth rather than profiles + growth. The effect of this is that they end up chasing overpriced fickle talent and waste valuable resources. The trick is to invest in activities now that impact tomorrow by doing the following:

- ✓ Hire a talent Acquisition Director (It doesn't matter if you are small) and ask them to come up with a strategy aligned to the company's commercial objectives.
- ✓ Don't just talk headcount growth talk about key headcount profiles and try to work out which ones will be most difficult to procure due to scarcity of skills or because of the numbers you will require to help you facilitate your business model.
- ✓ Ask them to come up with a way to make talent acquisition and retention one of the traits that underpin the values and culture of the company.
- ✓ Make sure key plays are bought into the strategy.
- ✓ Constantly review your strategy to make sure it is fit for the purpose.

# INVEST IN THE RIGHT TECHNOLOGY/PEOPLE

You will need the following items pretty early in your evolution as a data-driven digital employer:

- ☒ Your talent acquisition strategist should be someone who is good at recruitment, some who can come up with a 3-5 year plan and someone who can act as an evangelist for this key strategic objective internally and externally
- ☒ ATS (try and find one that is cost-effective but one that allows you to strategically interact with data subjects so you can take a strategic approach to your outreach)
- ☒ LinkedIn Products: You will need a recruiter license, job ads and an enhanced LinkedIn company page
- ☒ A website that is talent-friendly and not just customer friendly. Make it as easy to facilitate a talent inquiry as a customer inquiry!
- ☒ SEO - Invest in using SEO to get the right talent to your website

# CREATIVE HIRING LANES...

Most employers think hiring a profile i.e. a graduate with a STEM degree and 2/3 years experience is the right thing to do but in actual fact they should be hiring a person with an aptitude for analysing and working with data regardless of their background or academics. This is where your competitors are not looking and this is where you can find some talented, value-for-money analysts, engineers and even scientists! On the other hand, we also know that graduates often make a great breeding ground for analysts, programmatic practitioners and engineers so firms should look to take advantage of this

You should have the following hiring lanes for people with the right aptitude (highly numerate, critical thinking, eye for detail, commercial acumen, strong communication skills):

- ☒ Seek out create relationships with local colleges and universities go in and talk with them about a career in data and a career with you.
- ☒ Apprentices without degrees but with a strong numerical ability and low level roles for straight graduates with little or no experience.
- ☒ Conversion training programs for people who might want to cross-train from the engineering or scientific sector.
- ☒ Master the details around how you can hire in talent who needs sponsorship into your business
- ☒ Seek out organisations and websites who specialise in providing talented from groups with disabilities

# STRATEGIC HIRING

Companies tend to hire when they need a specific profile rather than hiring a certain amount of people with certain competencies, skills, and dispositions regardless of whether or not they have a role. This creates time pressures which can often result in hiring the wrong person or overpaying to do so. Plan your hiring and start early so you can get ahead of the game.

A serious employer should also always be interviewing for talent regardless of if there is a pressing need for a specific profile 73% of candidates who take new jobs in the digital sector are passive which requires employers to take the same approach and be open to taking advantage of opportunities that present themselves.



# EMPLOYER BRANDING

Looking at a lot of websites it is obvious they were create for customers but not with talent in mind. Your internal culture, training and deference to staff members and the presentation of your EB message externally is pretty crucial and a really cost-effective way to hire and keep talent.

Think about the issues employees are grappling with today such as mental & physical health, flexible working, diversity & inclusion rising costs of living, balancing careers and family commitments (such as parenthood), facilitating engaging and rewarding careers, and creating a culture that at least allows your talent to discuss some of these challenges. Advance messaging on your website, Linkedin page, job descriptions, interview process and social media that coherently talk about how you as an employer deal.



# OPTIMIZE YOUR RECRUITMENT TOOLS AND TACTICS

Regardless of how many resources you can invest in your recruitment there are a couple of areas that can be instrumental in helping you secure the right talent and these are the quality of your interview process, the speed of the process, how you present job descriptions and encourage referrals within your organization. Concentrating on optimizing performance in these four areas can make all the difference. Think about the following things:

- ☒ Writing job descriptions designed to attract talent rather than explain what you are looking for
- ☒ Make your interview process about explaining your employer brand and working for your company as well as find out if the interviewee is right for your business
- ☒ Keep the process efficient. A process with two or three interviews is suboptimal
- ☒ Birds of a feather flock together and your existing employee base is an important conduit between you and the market that is often not fully explored.
- ☒ Spend more energy talking to your team about who they know and how to spot talent!

# CREATING GREAT PARTNERSHIPS INTERNALLY AND EXTERNALLY

In a market as competitive as the one we operate in, I find it strange that companies cut recruiter usage or do not use recruiters at all. Major objectives delivered successfully in a business normally come as a result of collective efforts and strong internal and external partnerships. With the right internal players and recruiters who understand your business, you can yield extra value. In these austere times, costs are very important and cutting large recruiter cheques to fill roles is not always appealing but their expertise can also can be invaluable if used in the right way.

There are great partners out there who will offer more creative and cost-effective solutions such as consulting advice where they provide advice/consulting without the employer using them for recruitment or heavily discounted subscription-type payments to help with cash flow for example. The point is to reach out to your existing partners or recruiters and talk them through the recruitment challenges including costs. I am pretty sure they will come up with some interesting models if they really want your business.

# CREATING GREAT PARTNERSHIPS INTERNALLY AND EXTERNALLY

It's not just about recruiters though, employers who achieve major headcount growth do so with a good mix of the following parties pulling in the right direction:

- ☒ Existing employees (recommendations, interviewing and talent spotting)
- ☒ Internal talent team/ HR team ( strategy, outreach, employee engagement, branding, data analysis)
- ☒ Recruiters (advice, partnership, all the value I mentioned above)
- ☒ Marketing team (messaging and branding)
- ☒ Finance
- ☒ Leadership
- ☒ Technology players (Linkedin, Indeed and so on)

# Suggested Methodology/Summary

## **STRATEGY**

Have a short, medium and long term plan.

## **INVESTMENT**

Embrace and invest in the right technology.

## **PARTNERSHIP**

Identify and engage different stakeholders.

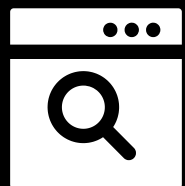
## **CREATIVITY**

Think differently about how to tackle hiring problems.

TO FIND OUT MORE INFORMATION  
**GET IN TOUCH TODAY**



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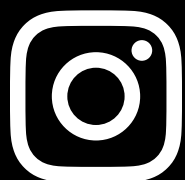
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