

Richard McMorn

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PURPOSE

My purpose is to enable evidence-based decision-making through the creation and consumption of people analytics. Driven by a passion for building analytics capability, maturity growth, collaboration, and innovation I deliver sustainable and impactful analytics solutions.

Designing and adapting frameworks to measure the impact of workforce strategies through metrics that matter, and implementing visually engaging dashboards, has resulted in meaningful conversations on workforce effectiveness and influenced the direction of workforce strategy and workforce planning.

LEADERSHIP CAPABILITY

- Effective leader ensuring an engaged workforce through mentoring, coaching, objective setting and prioritisation.
- Successful in building analytical capability within my team and broader organisation through implementing frameworks, toolkits and technology
- Excellent communicator with the ability to relay business requirements into reporting/analytics solutions as well as communicate metrics to a business audience.
- Excellent stakeholder management skills with the ability to gain buy-in and support from senior executives on people strategies and transformational plans

TECHNICAL CAPABILITY

- Experienced in implementing and building reporting capability in HRIS Workday and SAP SuccessFactors
- Highly proficient in analytical and reporting tools such as Alteryx, Tableau and Power BI
- Highly proficient in data analysis software such as Excel using pivot tables, filters, data cleansing etc.
- Advanced in all other Microsoft Office packages which include Word, Access and PowerPoint along with knowledge of Project and Visio

PROFESSIONAL QUALIFICATIONS AND EDUCATION

- ABDI Ltd (2010) BTEC level 5 – Return On Investment (UK) Evaluator Award
- ABDI Ltd (2010) BTEC Level 4 – Return On Investment Impact Assessment
- University of Derby (2003) BSc (Hons) Applicable Mathematics and Computing 2:2

EMPLOYEMENT SUMMARY – CONTRACT AND ONGOING ROLES

	RMEASURES	People Analytics Consultant (P/T)
Jul 2020 – Current	EY / ANZ	Product Owner People Analytics
Oct 2021 – Jul 2022	Dept. Environment & Science	Mgr Workforce Services/Planning
Jul 2020 – Oct 2021	Communities & Justice	Mgr Workforce Planning/Analytics
Jul 2018 – Jun 2020	QHR	Chief Analyst
Oct 2017 – Jul 2018	nbn (People / Business Segment)	People Insights Lead / Business Analyst
Oct 2014 – Oct 2017	Dept. Planning & Infrastructure	Senior HR Analyst
Jan 2014 – Oct 2014	RMS / TfNSW Shared Services	PMO Lead / Senior Workforce Analyst
Aug 2011 – Jan 2014	Vision+Media	Monitoring & Evaluation Manager
Jun 2009 – Mar 2011	Youth Justice	Information Management Officer
Dec 2007 – Jun 2009	Safeguarding Children Board	Policy & Performance Officer
Dec 2006 – Dec 2007	Early Years Service	MIS Officer
Nov 2004 – Dec 2006		

EMPLOYMENT HISTORY DETAILS

Owner / Consultant: July 2020 – Current (part-time)

RMEASURES

Consulting on a part-time basis I have supported the Department of Communities and Justice (NSW) with four significant projects:

- **Leadership capability program evaluation:** Reviewed the current approach to program evaluation and analysed existing evaluation data. Recommended a change of approach for a holistic evaluation of leadership strategy and improvements to the evaluation design.
 - **Caseworker workforce strategy evaluation plan:** Designed a maturity assessment and evaluation plan to measure the impact of a caseworker retention strategy including measures of success in recruitment, development, wellbeing, and retention.
 - **Caseworker digital recruitment strategy:** Designed a framework to measure the impact of a caseworker digital recruitment strategy. Including measuring of market availability, suitability, and conversion. This included the delivery of a prototype dashboard for ongoing reporting.
 - **Correctional Corrective Services cultural and behavioural insights:** Holistic review and analysis of multiple data points to measure the impact of culturally and behavioural issues within correction centres. This analysis covered employee engagement, exit surveys, bullying and conduct matters, and workforce profile. This resulted in identification of locations within risk profiles.
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Product Owner / Functional Lead: People Analytics (SuccessFactors) – Oct 2021– July 2022

Contract to Ernst and Young – Assigned to ANZ Banking

Significant achievements:

- Developed strategy and approach for the delivery of people analytics solutions aligned with the program implementation of SuccessFactors including user access-based framework ensuring governance and protection of data within detailed reporting and aggregated analytics.
 - Conducted analysis of user access and demand for analytics within existing legacy analytics platforms and aligned requirements to the “off the shelf” metrics packs. Collaborated on the design of change content to facilitate a changing user journey ensuring success adoption of new solutions.
 - Collaborate with key business stakeholders and program delivery leads to ensure business needs are met in the implementation of the solutions. Negotiate priorities and identify any gaps in the continuity of reporting and data access.
 - Lead the configuration of the metrics packs, design and build of report stories and ensure business ownership and adoption of the specifications.
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Manager Workforce Services and Planning – Jul 2020 – Oct 2021

QLD Dept. Environment and Science

Significant Achievements:

- Whilst leading a multi-disciplinary, highly capable team with responsibilities ranging from HR assistance, policy, systems, analytics, and workforce planning, I have been able to maintain consistent delivery as well as set a pathway for growth and process improvement.
- Lead the implementation of an HR data model which involves complex stakeholder management and influencing outcomes to better suit the needs of the agency. This contributed to significant cost savings more representative of the value of the product received.
- Leading the design and build of new People Dashboards, based on the data model and secondary data sources. This is being managed using AGILE methodology delivering dashboards through a series of sprints, ensuring business value is delivered rapidly.
- Developed content and launched “Analytics Excellence” e-Learn modules. Focussing on the foundations of analytics through to understanding analytics maturity and the roles of analytics consumers and creators.
- Developed HR analytics and workforce planning capability “wiki” providing the HR community with on-demand access to toolkits and methodologies to support develop their capability.
- Launched ‘HR Connect’ a collaborative community enable HR professional to crowd source and self-serve solutions to their business problems. This includes a community chat channel as well as a wiki containing FAQs, process instruction, strategic content on the purpose of analytics and frameworks for workforce planning.
- Created an analytics community of practice with members outside of People and Culture providing coaching and support resulting in significant capability uplift of the analyst within my team. This has led to the design of a capability build program targeted at the whole organisation.
- Providing coaching and mentoring to my team and by extension the broader HR community in the practices, research and methodologies used in strategic workforce planning.

Manager Workforce Strategy Planning & Analytics – Jul 2018 – Jun 2020
NSW Dept. Communities and Justice

Significant Achievements

- Responsible for the design, build and embedding of 'People' (HR) analytics maturity throughout the organisation enabling managers to make evidence-based decisions on the planning of their workforce – included the development of a toolkit to support the process.
- Successfully rolled out SuccessFactors Workforce Analytics platform to the organisation by managing a data validation program that incorporated identifying, configuring and releasing controlled 'metrics that matter'.
- Lead the data migration strategy for the consolidation of two SuccessFactors platforms into a single agency platform successfully migrating historical PDPs and employee profile.
- Designed and implemented a consolidated People Performance Framework consisting of metrics required to enable discussions that would evidence effectiveness within an employee lifecycle.
- Designed and implemented reporting solutions to evidence the impact of specific People strategies (such as inclusion or employee wellbeing), providing deep dive analytics on the cause and effect indicators.
- Providing users of analytics with a model for accessing metrics as a BAU process through to the identification of a business problem evidenced by strategic insights, as well as a pathway for initiating strategic workforce planning.
- Successfully built analytical capability in the organisation by creating an analytical Community of Practice. Provided extensive training on the functionality of the workforce analytics product as well as theoretical understanding of the purpose of People analytics and how to structure a story enabling insights.
- Developed a highly regarded centre of expertise on analytics and insights, delivering tools and methodologies which gave HRBPs greater confidence and capacity to influence the business.
- Designed a framework for role-based permissions and the appropriate use of people data ensuring the risk of sensitive data breach is minimised.

Chief Analyst – Oct 2017 – July 2018: QHR

Significant Achievements

- Responsible for the design and delivery of workforce dashboards across multiple clients, ensuring visually engaging analytics and actionable insights
- Implement automated data management process through Alteryx reducing resource allocation and realising higher return
- Implemented improved dashboard technology ensuring clients achieve maximum impact and functionality
- Designed and implemented an analytical capability framework for the effective management and career development of a team of analyst

People Insights Lead / Business Analyst – Oct. 2014 – Oct 2017: nbn

Significant Achievements

- Restructured and managed a team of highly engaged analysts, creating roles for data ownership, data analytics and reporting specialists. Resulting in increased data quality, increased stakeholder confidence and correct alignment of capability to insights requests.
 - Overhaul of recruitment reporting and development of WFP reporting model through scoping out requirements and identifying key gap. Resulting in tableau dashboards detailing progress towards budget workforce plan and development of greenbelt BPE project on reporting processes.
 - Managed the delivery of analytics embedded into Workday through automation of self-service reporting and production of visual dashboards consumable by people leaders, HRBPs and program leads. This was done in partnership with our IT delivery team under an AGILE / SAFE framework.
 - Completed a review of all People and Culture metrics resulting in the development of a reporting framework and identification of appropriate reporting channels for relevant metrics. Resulting in reduction of duplication in reporting.
 - Designed and implemented the delivery of strategic insights and 'metrics that matter' via visual dashboards for the Centre of Excellence key initiatives. Including diversity, capability, and workforce optimisation.
 - Managed acquisition of data allowing identification of business premises throughout Australia enabling analysis of business footprint with **nbn's** technology mix rollout
 - Managed the integration of data into **nbn** key reporting systems enabling the performance monitoring and reporting of business segment orders through to activation
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Senior HR Analyst – Jan 2014 – Nov 2014: Dept. Planning & Infrastructure

Significant Achievements

- Developed a reporting framework introducing operation, divisional and executive reporting. Reports used to bring visibility to establishment enabling managers to manage their workforce against a labour cap target.
 - Partnered with Deloitte consultants in forecasting 2014-15 labour cap budget and impact to FTE
 - Developed high level HR operating model and supported streamlining of processes
 - Developed system for tracking and reporting against contractors and scoped out SAP requirements for inclusion within establishment.
 - Implemented org charting and completed holistic reviews of divisional structures, identified and actioned required changes to delimited position, rectify reporting lines and represent approved structures.
 - Designed HR information sessions for roll out to business leaders informing them of HR reporting capabilities, Process improvement and managing workforce within a labour cap.
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Project Lead: Data Management & Redundancies – August 2013 – Dec 2013

Senior Workforce Analyst – August 2011 – August 2013

NSW Roads and Maritime Services / Transport Shared Services

Significant Achievements

- Developed project scope and PMO structure. Outlined roles and responsibilities for PMO team outlining accountabilities, risks and governance.
 - Developed procedures to manage large scale redundancies, engaging shared service stakeholders reducing paperwork and expediting voluntary redundancy requests to meet reform targets.
 - Developed reporting processes that measured progress towards an end state by tracking the recruitment and redundancy processes. This included managing a VR coordinator and two analysts.
 - Transformed linear workforce reporting into a holistic, efficiency driven analytics package. Linking corporate initiatives to HR and finance data.
 - Lead a project on the aligning RMS data calculations to the of wider TfNSW portfolio. Participated in various SAP conversion projects identifying data requirements and process adjustments.
 - Interrogated multiple SAP systems and developed methods for effective data extraction, manipulation and presentation allowing for improved business planning.
 - Liaised with multi agency clients and negotiated deliverables during periods of low resource and increasing demands and conflicting needs.
 - Developed interim procedures and database systems for business intelligence reporting enabling performance tracking through a transitioning multi agency environment.
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Monitoring and Evaluation Manager - June 2009-Mar 2011: Vision+Media

Significant Achievements:

- Developed procedures and implemented a framework for effective business planning, programme monitoring and evaluation. Ensured 70 delivery programmes were aligned with corporate objectives, responsive to industry need and outcome focussed.
 - Negotiated the reduction of delivery programmes and changing of delivery structure in response to budget cuts whilst ensuring client objectives were met and the maximum business outcomes were achieved in line with original key performance indicators.
 - Co-developed a research strategy enabling the flow of industry information into the business enabling evidence based insights during program development.
 - Measured the impact of 20 delivery programmes evidenced by an increase in skill in 64% of programme recipients leading to increased turnover and new job creation.
 - Streamlined internal data collection procedures improving data quality and reducing programme reporting time by 300%.
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Information Management Officer - Dec 2007-June 2009: Youth Justice – Glasgow Social Services

Significant Achievements:

- Designed and implemented an output / outcome tracking system for intensive youth justice programmes improving the performance reporting methods and increasing the value of information.
- Trained social workers on the theory of SMART planning for youth services resulting in improved individual service plans consequently ensuring continuation of the service.
- Increased social work performance by 34% and ensured the submission 63% of social work reports within the national standard target.

Policy, Performance and Information Management Roles - Sept 2001 - Dec 2007: Various public sector employers

Responsibilities included:

- Policy and Performance Officer for a Safeguarding Children board. Responsible for monitoring of the implementation of recommendation following serious case reviews and the streamlining of multi agency child protection policies into one.
- Information Management Officer for an Early Years Service. Responsible for the development of a children centre monitoring system allowing the reporting against KPI's

Achievements:

- Identified recurring themes resulting from serious injury or death to a child through monitoring characteristics of each case. Informed multi agency frontline staff and trainers of recurring themes ensuring on the ground training and policy were implemented. Tracked the implementation of recommendations following serious case reviews ensuring timely changes were made within organisations and new policy on safeguarding children were developed.
- Re-defined key performance indicators and implemented monitoring systems for 40 un-networked nursery and children's centres. Ensured KPI's were met through implementation of an electronic nursery registration system reducing the amount of paper work required and relieving unnecessary pressures placed on centre managers.

REFERENCES – Request before approaching

Luke Haran
Product Owner – Analytics Platforms
ANZ Banking

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