



The BI/DW Job Market What's Happening and How to Land Your Next Opportunity

June 2014

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My Background



☉ Technical Background – 18 yrs

- Programmer
- DBA
- Business Analyst
- Project Manager
- Engagement Manager

☉ BI/DW Background – 14 yrs

- Experience delivering BI/DW solutions since 1999
- Founded multiple BI/DW boutique consulting firms
- Worked in all size organizations from start-ups to multi-nationals
- Managed BI/DW practices

☉ Recruiting/Hiring Background – 16 yrs

- Responsible for recruiting and hiring BI/DW staff at six consulting firms since 1998
- Managed professional staff and delivery teams since 1998

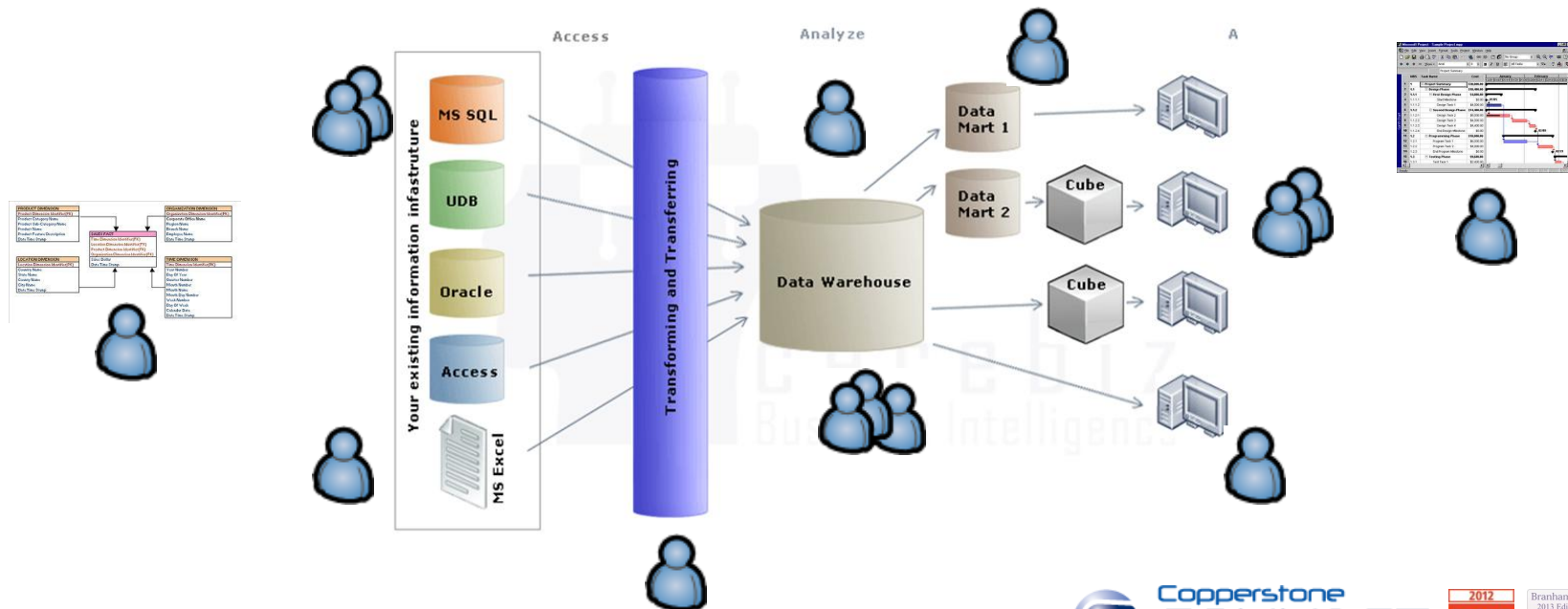


Who is Copperstone Connect



Copperstone Connect is the leading staffing agency in the GTA focused on Business Intelligence, Data Warehouse and Analytics talent for companies of all sizes

We are the Business Intelligence experts!



Our End Clients



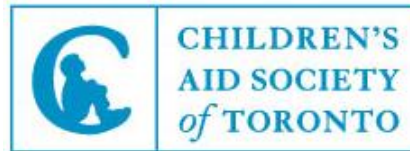
What are you doing after work?®



PEPSICO



JPMORGAN CHASE & CO.



Because children depend on all of us



Canadian Cancer Society
Société canadienne du cancer



Opportunities - Market Analysis



Big Data

☉ Products/Tools

- SAP HANA
- Cloudera
- Hortonworks
- Teradata Aster
- HP Vertica
- Apache Hadoop

☉ Market Buzz

- Hadoop is great for unstructured data and vast amounts of data
- Hadoop will not replace data warehouses, they will complement each other
- Data is sometimes difficult to get at; the tools aren't as mature as traditional DW
- 90% of the worlds data has been produced in the last 2 years



Opportunities - Market Analysis



Big Data

☉ Market Adoption

- The Hadoop market is on a tear, growing at a compound annual growth rate of roughly 60%, according to IDC
- Big data has reached a critical stage. The market is poised to grow to more than \$50 billion by 2017, but more than 55 percent of big data projects fail.

☉ Project Activity

- The main use is for pedestrian storage of large data sets and ETL

☉ Forecast for Opportunities

- Slow to mobilize but picking up steam
- Anticipation is that as Hadoop deployments mature there will be greater pressure for resources

☉ Roles in the Market

- Strategy
- Architecture
- Development

☉ When to Jump Onboard

- Very soon, if not now



Opportunities - Market Analysis



Open Source BI

☉ Products/Tools

- Jaspersoft
- Pentaho
- Talend
- RapidMiner/RapidAnalytics
- TACTIC
- Actuate/BIRT
- Palo BI Suite
- MongoDB
- InfoBright
- Hive

☉ Market Buzz

- Seems to be fizzling a little – there is a corporate resistance to ‘free’ stuff

☉ Market Adoption

- Smaller firms were the early adopters. Bigger firms are utilizing more for non-enterprise projects

☉ Project Activity

- Smaller deployments. Still in test mode



Opportunities - Market Analysis



Open Source BI

Forecast for Opportunities

- Visualization
- Have to pick the right tool, and even then it will be a harder market as the projects are smaller

Roles in the Market

- Architect
- Developer

When to Jump Onboard

- Not so much a question of when as much as “how big will the projects be?” Small market?



Opportunities - Market Analysis



Data/Business Analytics (Data Scientists)

- ☉ Data analytics is do or die in today's business
- ☉ Gut feel needs to be replaced by fact
- ☉ The large technology companies are in
- ☉ Most companies are offering a cloud based solution



Creation of a new technology space

- ☉ Data visualization is coming into its own
- ☉ Replacing traditional reports with more intuitive reports and dashboards



Opportunities - Market Analysis



Data/Business Analytics (Data Scientists)

☉ Products/Tools

- Tableau
- QlikView
- Spotfire
- SAS
- R

☉ Market Buzz

- The combination of visualization and the cloud

☉ Market Adoption

- Market is starting to mobilize and quickly

☉ Project Activity

- Adding more sophisticated analytics to specific lines of business



Opportunities - Market Analysis



Data/Business Analytics (Data Scientists)

Forecast for Opportunities

- Shortage of Data Scientists who can uncover the data insights
- Shortage of Analysts who can interpret the insights into actionable items
- Through our clients we are seeing Tableau gaining traction
- The universities are ramping up!
 - Queens - Master of Management Analytics
 - Schulich – Master of Business Analytics
 - Concordia – Certificate in Data Analytics
 - Brock – Business Analytics stream within its MBA program

Roles in the Market

- Analysts
- Scientists

When to Jump Onboard

- Now



Opportunities - Market Analysis



Traditional BI/DW

☉ Products/Tools

- ETL: SSIS, Informatica, DataStage, Ab Initio, OWB
- BI: SSAS, SSRS, Cognos, MicroStrategy, SAP BusinessObjects
- Appliances: Netezza, Teradata

☉ Market Buzz

- These tools are not disappearing anytime soon

☉ Market Adoption

- Adopted a very long time ago!

☉ Project Activity

- Everything - new development, enhancements, support



Opportunities - Market Analysis



Traditional BI/DW

Forecast for Opportunities

- Through our clients we are seeing Microsoft BI Suite gaining traction
- Forecast is strong, both perm and contract

Roles in the Market

- BI Developers (SSAS, SSRS, Cognos, MicroStrategy)
- ETL Developers (SSIS, Informatica)
- Business Analysts/Business Systems Analysts
- Data Analysts
- Architects (Data, ETL, EDW)

When to Jump Onboard

- If you are a traditionalist you have onboard for a very long time
- If you are new in the BI/DW/Analytics sector I would probably not suggest 'jumping on the bandwagon'



Trends – Contract/Perm Mix



- ☉ Largely determined by the economy
 - Strong economy = contract roles ↑ permanent roles ↓
 - Weak economy = contract roles ↓ permanent roles ↑
- ☉ Where are we today?
 - It has been moving towards contract for the last 6 months
 - Our pipeline sits at 50/50
- ☉ How does someone move from contract to perm?
 - Typically happens while on contract and the role gets converted to perm
 - Rare that a contractor applies for a perm role and gets it – companies are leery
 - Need a compelling reason for the switch
 - Life change – getting married, having a child
 - Spouse is leaving the work force
 - Kids finished university so income is no longer the driver
 - Contracting for 15 years and want to settle down and ‘make a difference’
- ☉ How does someone move from perm to contract?
 - Easy - find a contract!
 - Most times they want their first contract to be longer term
 - Understandable, but anything beyond 6 months is rare (for the initial term)

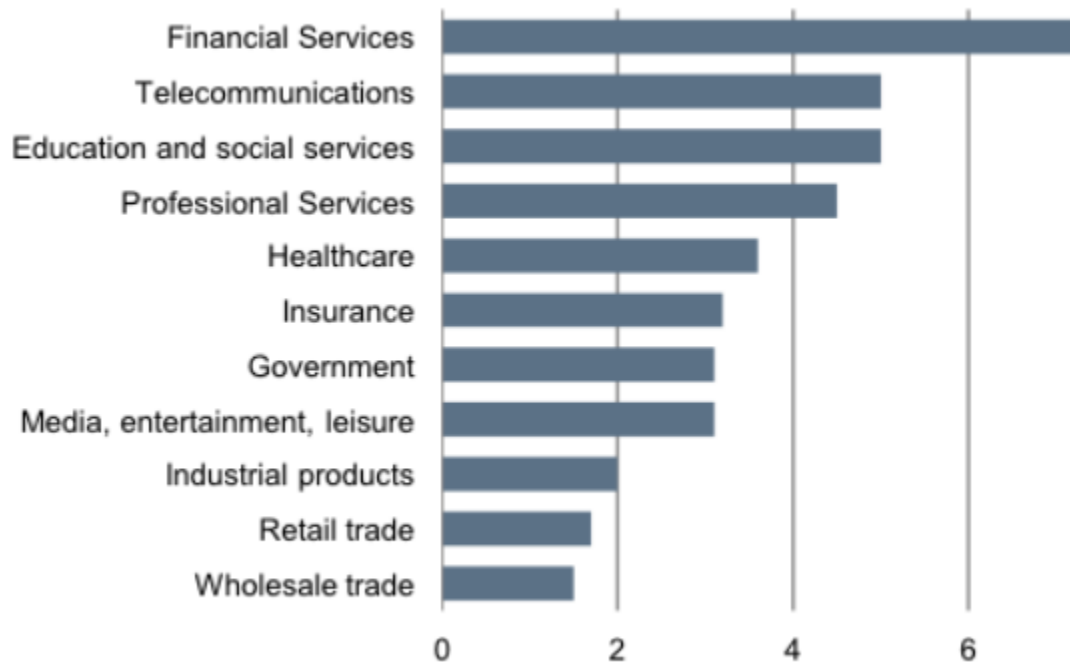
Business Sector Activity



Financial Services spend heavily on IT

- No surprises that this mirrors what we see with respect to staffing activity, with the exception of education/social services

Total IT spending as % of revenues or gross output



Sources: Forrester Research Inc., DB Research

Marketing Yourself - CVs



- ☉ What is the best marketing tool?
 - For people who know you – your reputation
 - For people who don't know you – **your CV**
- ☉ According to a 2012 TheLadders report¹ The average recruiter spends **6 seconds** initially reading your CV for a 'fit – no fit' decision
- ☉ If you are a fit you get **another 3 1/2 minutes**
- ☉ Recruiters spent 80% of this limited time on six key pieces of information:
 - Name
 - Current title/company
 - Previous title/company
 - Previous position start and end dates
 - Current position start and end dates
 - Education
- ☉ Beyond those six items the recruiters in the study **scanned for keywords** to match the position they were seeking to fill

¹Eye Tracking Online Metacognition: Cognitive Complexity and Recruiter Decision Making. Will Evans, Head of User Experience Design, TheLadders. 2012.



1. Professional experience

November 2006 - present

Senior Technical Lead Architect

Technical architect of Nova Systems funded by North Bridge and Charles River Venture Partners (Nova and SAP were actual members too). Nova Systems builds RFID and ETJ products and solutions that are currently deployed at over 500 sites around the world in over 20 countries.

Product Strategy and Management

- 1. Part of the core team that led the team in defining and re-focusing the company-market strategy, competitive analysis, product positioning and marketing execution plans.
- 2. Led the cross-functional team in defining and validating effort - including identifying key milestones, group activities and dependencies.
- 3. Led the cross-functional product and requirements definition effort to support product strategy, resulting in the first release of the software application, which supports hardware product addressing the needs of the market.
- 4. Assisted in product disclosure to support of the new strategic effort.

Solutions and Services

- 1. Drove new customer sites (via channels) in Europe and Middle East which were critical in sustaining the company in 2009/2010.
- 2. Instrumental in acquiring and managing channel partners worldwide - leading "pivoting the pump".
- 3. Instrumental in up selling, re-selling and most importantly closing projects - resulting in growth of services revenue.
- 4. Managed the solution development team - team was distributed between US and China.
- 5. Drove engineering product requirements based on customer and partner engagements.

Technical

- 1. Invented the algorithms in the Nova product, 5 issued patents.
- 2. Implemented the RF control and management algorithms in the Nova product.
- 3. Led the standardization of Low-level Reader Protocol (LLRP) - a work-in-progress for reader interface protocol. This standard involved coordinating and collaborating with and advising members from 80+ companies. The standardization effort was completed within a year which was a record time for this type of project. Received the IEEE Person of the Year award in recognition for that effort.
- 4. Member of the Reader Protocol group in IEEE/IPC034b.
- 5. Co-led the innovative technology demonstration of a new European ETJ standard that led to the explosive growth of RFID in Europe. This also paved the way to acquiring Metro - one of Nova's largest customers.
- 6. Instrumental in securing partnerships with the key technology vendors.

November 2006 - Jan 2008

Senior Network Architect, Lead Systems Architect, FPGA Team lead

AT&T technical issues

Led the technical coordination effort with AT&T. Provided architectural direction and input to the customer architecture and strategy. Coordinated the technical aspects of the sales effort. Defined and managed the lab testing of the product. Worked with the CEO and VP Sales in defining successful sales strategy, calculating its relevance by AT&T for next generation packet core NSA network.

- 1. FPGA team lead
 - 1. Led the team of 8 engineers (4 designers + 2 verification) on critical FPGA designs (leading edge cross-cutting architecture for the WCAT platform) successfully brought them to completion.
 - 2. Worked with the CEO & CTO in working out the technical and sales strategy for partnerships and customer sales. Played a lead technical role at select major account activities including AT&T, Bell Canada, etc.
 - 3. As the lead architect - undertook number of hardware, software and system architecture projects across 3 platforms (low, mid, and high).
 - Architected modules that plug into AT&T incumbent vendor chassis. The modules are (i) packet aggregation module and (ii) drop channelized OC-N module. Both these modules were key to the AT&T NSA network architecture.
 - Architected and implemented the medium access protocol for packet transport on the ring. This architecture included a novel QoS and SLA aware distributed ring-wide bandwidth management algorithmic queuing and buffering subsystem at the ring ingress node and packet assembly at the ring egress node. The architecture included off-chip network processors and FPGAs (Ring MAC sub-system).
 - Architected and implemented a Time-Space-Time architecture for the TDM portion of the network element. This architecture involved multiple chips (mix of off-chip and FPGAs). The FPGAs included (a) series/aligner (b) time-mux and framing and (c) column switch. The column-switch FPGA is a novel high-density switch fabric (12.5Gb/s for the small/mid-size platform and 32.5Gb/s for the high-end platform). The TDM switching architecture was implemented using Stratix FPGAs (15-30 for 12.5Gb/s and 15-60 for 32.5Gb/s). This architecture is a column-switch architecture of multiple

TECHNOLOGY INNOVATION EXECUTIVE PRODUCT MANAGEMENT & STRATEGY & R&D

Strategic and forward-looking Product Management and Software Development Executive with more than twenty years of success in innovative product development in manufacturing, IT, services and software segments. Not only creates novel hardware and software solutions, but also successfully goes to market, drives the entire development lifecycle, and helps ensure that customer needs are met and expand to new markets. Successes accomplished by exceptional academic background including degrees in Computer Science.

Research & Development, Customer Strategy, Product Lifecycle Management, Standards Development, IT Strategy, Software Design, Software Development, Project Management

PROFESSIONAL EXPERIENCE

Novus Systems - Westford, MA 2008 - Present
Provider of high-end RFID products and solutions for global RFID sites worldwide

VICE PRESIDENT

One of the founding team members, acted as chief architect, subject matter expert, and made key contributions to Nova's product development. Authored several patents and represented Nova at standards groups. As the lead of software and technical engineering, aligned R&D strategy and product strategy with the needs and requirements of global customers (planning to deploy RFID in multiple solutions). Led solution engineering team and managed software development teams in China and US.

- Re- strategical and re-focused the company to Operational Product Logistics in Healthcare - market entry, go-to-market, competitive analysis, product positioning and validation, and execution plans.
- Established channel partnerships with Europe and Middle East to build recurring revenue. Negotiated and closed a license out of claims to maintain growth.
- Awarded 6 patents for invention of algorithms that contributed to an award-winning Nova product. Authored 2 patent disclosures in support of the new strategic Healthcare effort.
- Created executive standard for reader interface protocol - Low-level Reader Protocol (LLRP). Coordinated numerous from 80+ companies worldwide to record time which was recognized with IEEE Person of the Year award in 2007. Served as co-chair of Reader Protocol group in IEEE/IPC Global.
- Led a successful large scale demonstration of new European ETJ standard that created explosive growth in Europe market and established foundation to capture key account - Metro.

Novus Systems - Eastborough, MA 2005 - 2008
Developer of multi-optical products enabling centers to maximize utilization of DWDM infrastructure

DIRECTOR - NETWORK ARCHITECTURE

Led team of 3 engineers in design and implementation of the core algorithms in POPA. Drove innovation with next generation architecture design. Performed competitive analysis and managed customer and vendor relations.

- Architected several critical components including
 - Channelizer and deep thermalized OC-N module that connect with incumbent OC-N OT chassis.
 - Time-space protocol for packet transport built with novel QOS and SLA aware distributed ring-wide bandwidth management algorithm. That included off-chip network processors and FPGAs.
 - Time-Space-Time architecture for TDM portion of network element. Led and solution switch-level high-density switch fabric (12.5Gb/s for small/mid-size platform, 32.5Gb/s for high-end platform).
 - Time-space-time architecture that supported a diverse set of services across the network.
- Acted as lead AT&T and partnered directly with CEO and VP of Sales to support technical aspects of their next AT&T in seeking solution for their next generation packet core NSA network.
- Secured 2 patents for CAM technology.

Astral Point - Chelmsford, MA 2000
Developer of multi-optical products

PERFORMANCE ANALYSIS CONSULTANT

Worked with the VP of Engineering and the CTO on performance, scheduling and QOS issues, and switch fabric.

Novus Systems - Andover, MA 1998 - 2000
Worked on multi-optical products

PRINCIPAL ENGINEER

Collaborated with R&D team to design a next generation enterprise switch, including system architecture, software and hardware development, verification, validation, and debugging.

Novus Systems - Andover, MA 1998 - 1998
Worked with a team on multi-optical products including multi-computer, desktop system, storage and networking products

PRINCIPAL ENGINEER

Developed a protocol and networking group and led a team of next generation switch project (Flexion Gigabit Switch). Contributed to design innovative methods for low-cost OC-N chassis in high capacity switch fabric. Invented a novel switching algorithm that was one of the first to provide end-to-end delay guarantees in a crossbar switch fabric.

- Evaluated performance and recommended several improvements to ensure optimized buffer requirements including analysis of SmartSwitch fabric, multilayer performance, and sizing of Head-of-Line (HoL) buffers.

Development and implementation experience with AT&T and Texas A&M University

EDUCATION

- Computer Science - University of Connecticut, Storrs, CT
- Electrical Engineering - University of Connecticut, Storrs, CT
- Electrical Engineering - University of Connecticut, Storrs, CT



Marketing Yourself - CVs



☉ How do you get maximum exposure and value in ‘your 6 seconds’?

☉ Your goal is to make your CV **EASY TO READ** and **EASY TO DIGEST**

- Readability: 3.9/7 vs. 6.2/7² | before/after professional re-write = **60%** ↑

- Digestability: 4.0/7 vs. 5.6/7² | before/after professional re-write = **40%** ↑

☉ Introduction

- Avoid eloquent ‘motherhood and apple-pie’ statements or clichés

“A dynamic results-oriented technology leader with a proven track record of adopting technical capabilities to produce pro-active, efficient and effective business solutions. Detail oriented professional with proven problem solving skills used to bring predictability, control and governance to an ever changing technical world. Able to analyze highly complex scenarios and requirements and rapidly extract key information realizing simple, cost-efficient, scalable and maintainable solutions. I am an adaptive team player that prides himself on being a people person.”

- Make it relevant and clear what it is you do well and what you are seeking

“IT professional with 7+ years of data warehousing and ETL experience with a track record of continuous career growth and progression. This is demonstrated through Robert’s diverse and extensive experience with Informatica and DataStage, including administration, development, design, architecture, team leadership and mentoring/training. Robert has both a solid understanding of, and practical experience with many aspects of the BI/DW project life cycle, including business requirements gathering, data analysis, dimensional data modeling, and testing strategies. Robert excels as a Senior ETL Developer, ETL Team Lead or ETL Architect.”

- Think of it as your Executive Summary - Part I

² A Likert Scale is a psychometric ranking system that offers users a series of choices ranging (for example) from “strongly agree” to “strongly disagree.” This type of scale is used in a wide variety of questionnaires in many fields.



Marketing Yourself - CVs



☉ Experience summary

- The more times a technology/methodology/role/industry appears the greater chance of being selected (remember the ‘scanning for keywords’)
- Make it easy for the reader to formulate an instant picture of what you do
- Make sure the body supports the Experience Summary
 - Don’t reference a technology, methodology, software or industry that you do not reference in the body of your CV
 - Keyword searches highlight this instantly and it affects your credibility
- Think of it as your Executive Summary - Part II

Experience Summary

- ❑ 7+ years of data warehousing experience
- ❑ 7+ years of Informatica experience
- ❑ 2+ years of DataStage experience
- ❑ 4+ years of data warehouse and BI Project Lead for small and medium size projects
- ❑ 2+ years of Informatica trainer/mentor experience
- ❑ 4+ years of project management skills including project scoping, estimation, planning, risk management, and project execution
- ❑ 4+ years of Insurance domain data warehouse experience
- ❑ 7+ years of Oracle and UNIX shell scripting experience
- ❑ 4+ years of Banking and Financial domain data warehouse experience
- ❑ 3+ years of scheduling tools, including Autosys and Tidal experience
- ❑ 1+ year of ERWIN/data modeling experience
- ❑ 1+ year of Business Objects experience
- ❑ 1+ year of dashboard / Xcelsius experience

Marketing Yourself - CVs



🕒 Technical skills

- The more times a technology/methodology appears the greater chance of being selected
- Use the Primacy /Latency Rule to your advantage
 - Sort by relevance to YOUR role/experience. If you are a Business Analyst don't list Operating Systems first!
- Think of it as your Executive Summary – Part III

Technical Skills

❑ ETL Tools	<u>Informatica 7/8.6 /9.0, DataStage 7.5/8.1/8.5</u>
❑ OLAP Tools	<u>Business Objects 5/6, Business Objects XI R3, Xcelsius Enterprise 2008</u>
❑ Databases	<u>Oracle 9.x, MS SQL Server 2000, DB2, Teradata</u>
❑ Data Modeling Tool	<u>Erwin 7.2.1</u>
❑ Languages	<u>C, Java, JavaScript, UNIX Shell Scripts, Java Socket Programming</u>
❑ Operating Systems	<u>UNIX, Windows XP/NT/98</u>
❑ Productivity Tools	<u>MS Office, VISIO, Eclipse</u>
❑ Defect Tracking Tools	<u>Test Director 5.0, Quality Center</u>
❑ Testing Tools	<u>QTP 8.2 and Win Runner 7.0</u>
❑ Scheduling Tools	<u>Autosys 3.5x, Tidal 5.3.x, Transporter 5.3.x</u>

Marketing Yourself - CVs



☉ Job titles

- Make it reflects your role and use an industry standard title
- Don't worry about the official HR title or what is on your contract/employment agreement
 - Senior Technical Analyst
 - Data Warehousing Consultant
 - BI Specialist
 - Senior Cognos Developer

☉ Dates

- Specify the month
 - 2011 – 2012 could be 1 month or 2 years
 - Without months it looks like you are attempting to hide information
- Explain gaps
 - If you were off on parental leave or getting your MBA indicate this
 - Absence of an explanation makes the reader think you are hiding something

Marketing Yourself - CVs



☉ Company information

- Don't waste precious space to describe what the company does
- I think pretty much everyone knows who Royal Bank of Canada is!

“RBC is one of Canada's largest banks and one of the largest banks in the world, based on market capitalization. RBC is one of North America's leading diversified financial services companies, and provide personal and commercial banking, wealth management services, insurance, investor services and capital markets products and services on a global basis. RBC employs approximately 79,000 full- and part-time employees who serve more than 15 million personal, business, public sector and institutional clients through offices in Canada, the U.S. and 44 other countries”

- The exception is for Little known companies (inside and outside Canada)
- Include **one line** indicating what **industry** your employer is in.
 - REMCO Group, Brampton
A leading 3PL, transportation, distribution and warehousing company in Canada.
 - NCR Teradata, Riyadh, Saudi Arabia
 - Digi Sdn Bhd, Malaysia
A leading mobile phone services provider in Malaysia.



Marketing Yourself - CVs



🕒 Project information

- Keep this to a minimum, at most
- My preference is to exclude it UNLESS it is RELEVANT to a project/role to which you are applying
- The reader wants to know what YOU ACCOMPLISHED, not what the project accomplished

“The QMS Conversion project mainly focuses on the conversion of data from the legacy systems of Economical and Federation personal lines data into the new HOIP systems. The integrity of the data across many platforms has to be verified for data integration that is being mapped into different broker portals and websites. Conversion will create the Conversion/Cleaning up Utilities ("Converter") and will use manual processes required to clean and migrate Federation and Economical Personal lines data from their existing stores to the new HOIP database.”



Marketing Yourself - CVs



☺ Use bullets not paragraphs

- Paragraphs are hard to read and make it almost impossible to pick out the relevant information
- Remember 'scanning for keywords'

and MS-Office process maps using leaflet diagrams to highlight KPIs will impact the day-to-day business including leading Project Teams, Commercial Users, Private Banking, Trading Accounts & Wealth
 • Advised the B2B to produce Future Banking 2010 and the B2C to bring out a J&C worksheet using Visa & Mastercard
 • Revised the B2C by producing the Small Business (aka Professional) Corporate 2010 for sign-off from the SME
 • Captured Banking Requirements for Small Business, Private Banking & Bank Office SME's and obtained sign-off
 • Revised & capturing Personal & Small Business Credit Cards, Deposit Products, Mortgages & Investments
 • Used email form templates (J&C) for Marketing of Service system for the end users using MS-Word and MS-Power
 • Produced graphical representation of business process, flowcharts, swim lanes BPMN v1.0 & To-do process map
 • Captured Business Requirements from Subject Matter Experts for integrating [SaaS](#), Credit/Financial application
 • Produced swim lane requirements with SME on Global Risk Management (GRM) for Commercial Banking
 • Market SME loan Capital Markets to capture Business Requirements to produce swim lane & Analytic diagram
 • Where does BPM, J&C, BPM, BPM for Commercial Banking (J&C, BPM) system using MS-WORD & Use Case
 • Revised Subject Matter Experts to capture Challenge Detail Business requirements from the Future Banking project
 • Working with SME on Basel III to capture Business Requirements for Reporting 2010 in MS-Word for Basel III
 • Captured Business Requirements from Subject Matter Experts on Fraud Income for Retail and Private Banking
 • Market with Service Subject Matter Experts to amend detail business requirements for the Global Funds Industry
 • Produced swim lane requirements from SME on Deposits and Investment for Future Banking using Use Case, Visa
 • Execute business and technology (J&C) with the customer from the business SME and the center
 • Where Use Case BPM, swim lanes BPM (J&C), leaflet diagrams in [SQL](#) environment using Visa and Excel
 • Used document management tool MS SharePoint to collaborate with business and technology stakeholder

Richmond Technology Group
 Jan 2011 – Dec 2010

BIBM Senior Business Systems Analyst

- Worked on two projects: B2B Client Origination & Small Business Origination (CIBS) Market Client Agreement (MCA) and the second project: Jan Origination (CIBS) Express (B2C) via System, via Web Service Technology
- Client Origination & Origination Small Business Clients (CIBS) by providing an integrated and seamless multi-channel approach which includes Online Business Banking (OBB) through an associated multi-channel (Branch)
- Captured business requirements for Foreign Exchange (FX), Fixed Income, Finance, Options from Business SME
- Market with business and technology subject matter experts (SME) on the [SaaS](#) Systems and Risk Management
- Captured business requirements for administrators by writing Business Requirements Document (BRD), Use Case and Process Maps, Business Rules for the "Documentation Workflow Optimizer" project ([SaaS](#) Systems)
- Market on capturing business requirements for Treasury systems which were in the form of a BPM & Use Case
 • Captured process maps for Commercial (CIBS) and Small Business (SB) bank and retail office using Visa & Mastercard
 • Captured onboarding process for Small Business Visa Credit Card & Deposit Products from Subject Matter Expert
 • Produced process maps for Commercial Bank to capture Origination, Activation, Fulfillment and Monitoring
 • Produced business requirements from Commercial Banking subject matter experts (SME) for non-retail credit
 • Captured business requirements from International Banking subject matter experts (SME) for non-retail credit
 • Revised business requirements from Commercial Banking subject matter experts (SME) for non-retail credit
 • Captured business requirements from SME on Full Service Exchange and Online Exchange for online banking
 • Revised in producing creation of Entities and Credit Facilities for non-retail credit from business state holders
 • Captured Credit Advice includes "logmaster", "advertiser", "billboard" and "recommender" and annual review
 • Captured business requirements from Risk Analyst, Risk Operations and B2B accounts for Dr Markets
 • Produced process maps for Commercial and Small Business Banking for both front and back office operations
 • Market on System Development Life Cycle (SDLC), Waterfall methodology and Agile methodology as a SME
 • Produced WLA conversion strategy document that estimates the number of clients who will migrate to new product
 • Revised in capturing and documenting all Project Risk items using IBM SPSS account for CIBS (B2C) WLA
 • CIBS (CIBS Program) is replacing [SaaS](#) (aka Loan Management (B2C)) via [SaaS](#) (aka Loan Management (B2C)) platform
 • BPM is being implemented to replace B2C which will manage all future Small and Commercial Business clients
 • Captured business requirements for Portfolio Pro for analytics, payments systems & reporting for B2C, Express
 • Capture Business Requirements for [SaaS](#), Case Management and B2C as an Differentiated B2C
 • Market a National Financial Products business requirements, business rules and functional requirements
 • Produced Use Case BPM, BPM (J&C), leaflet diagrams including swim lanes using Visa, [SaaS](#) & More
 • Produced business process maps like flowcharts, swim lanes and MS-Office & To-do process flows for business SME
 • Captured Business Rules, Business process maps & data flow diagrams using the BPMN and BPM P/UP tools
 • Captured Requirements and Business Rules in a J&C session with business, technology and obtained sign-off
 • Captured business requirements for general ledger (GL) systems using BPM and Use Case via J&C session



Marketing Yourself - CVs



Ⓢ Begin bullets with action verbs

- Sets the tone for the bullet point and clearly describes what you did

- **Google for an endless list**

- | | | | |
|----------------|----------------|---------------|---------------|
| • Developed | • Published | • Mentored | • Designed |
| • Architected | • Wrote | • Led | • Contributed |
| • Analyzed | • Interviewed | • Trained | • Tested |
| • Investigated | • Promoted | • Modeled | • Facilitated |
| • Coordinated | • Managed | • Recommended | • Influenced |
| • Implemented | • Communicated | • Installed | • Configured |
| • Tuned | • Forecasted | • Upgraded | • Planned |

Ⓢ Active verbs not passive verbs

- The doer of the action vs. the receiver of the action
- Less wordy, more direct

“Managed the corporate infrastructure upgrade initiative”

“Was involved with managing the initiative to upgrade the corporate infrastructure”

Ⓢ Consistent verb tenses

- Past tense for all old jobs, present tense for your current job



Marketing Yourself - CVs



☉ Job description length = job duration

- 12 month job description should be longer than a 3 month job description
- 3 bullets for an 18 month job raises eyebrows, as does ½ a page for a 3 month contract

☉ Accomplishments vs. tasks

- Where possible talk about your accomplishments instead of your tasks
 - TASK – “Tuned the Oracle database server to improve performance”
 - ACCOMPLISHMENT – “Tuned the Oracle database server, improving performance by 25% and postponed the need to purchase new hardware for 1 year, saving \$50K”

☉ Fonts

- Use a sans serif font (Calibri, Arial, Tahoma) – MUCH easier to read
- Maintain font consistency throughout your CV
- If you want to use different fonts for headings etc, keep it to a minimum – otherwise it is too distracting

☉ NO SPELLING ERRORS or GRAMMAR MISTAKES

- If you are unsure have a friend or paid service critique for spelling and grammar



Marketing Yourself - CVs



☉ Spell the technology correctly

- It is DataStage, not Data Stage or Datastage
- It doesn't look good, especially if you are a DataStage developer!

☉ Use of bolding

- Do not **bold** words to emphasis them
- Distracting and makes it difficult to scan for words that aren't bolded
- If you have Cognos and BusinessObjects experience, bolded only Cognos but applied for a BusinessObjects job the bolding will hurt you
- Over 5 years experience in Data Warehouse, Data Mart and Business Intelligence using OLAP/DSS tools like **Cognos Connection** and **Cognos 10 Studios** as well as IBM **Cognos Framework Manager**
- Experience in the implementation of **RALPH KIMBALL** design strategies on metadata
- Over 5 years experience in Conceptual, Logical and Physical **data modeling & Entity Relationship diagrams using Erwin**
- Over 1 year experience in Conceptual, Logical and Physical data modeling using IBM **InfoSphere Data Architect**
- Extensive experience in Client/Server technology area with **Oracle Database, SQL Server and PL/SQL** for the back end development of **Packages, Stored Procedures, Functions and Triggers.**
- Involved in complete system **Software Development Life Cycle (SDLC) of Data warehousing and Decision Support System.**
- Extensive experience working in development, testing, pre-production and production **environments.**
- Over 5 years involvement in the creation of **Source to Target Mapping (STM)**
- Physical design involved **designing the indexes, tables spaces, partitioning etc**



Marketing Yourself - CVs



Ⓢ Capitalization usage

- Use capitals properly
- Capitalizing does not make the word appear more important, it is distracting, and reflects poorly on your command of grammar. If you are not sure, check the web for capitalization rules. i.e.
 - WRONG – Met with the **U**ser**s** to **D**ocument their **B**usiness **R**equirements and published the **BRD** (**B**usiness **R**equirements **D**ocument).
 - CORRECT – Met with the **u**ser**s** to **d**ocument their **b**usiness requirements and published the **BRD** (**B**usiness **R**equirements **D**ocument).
 - WRONG – Worked in the ABC Co's **E**nterprise **A**rchitecture **G**roup and created **E**nterprise **A**rchitecture **D**iagrams
 - CORRECT – Worked in the ABC Co's Enterprise Architecture Group and created enterprise architecture diagrams

Ⓢ Jobs/contracts > 10 years old

- If you need to reduce the length of your CV remove the job description and only show title, company, location if out of Canada, and duration

Senior EDW Project Manager

Sept 2000 – Aug 2002

Saudi Telecommunications, Saudi Arabia



Marketing Yourself - CVs



🕒 Technical environment

- The more times a technology/methodology appears the greater chance of being selected
- Include at the end of each job/contract
- You don't have to be proficient in the technology/methodology but it shows exposure and familiarity with its terms, features and capabilities

Technical Environment:

Informatica v7.0, Business Objects X IR3, Oracle 9i, HP Quality Centre, MS Office, ERWin, Tomcat 4.0



Marketing Yourself - CVs



☉ Length of CV

- It depends
- How many years have you been working
 - Longer work career = more to share
- Has it been primarily contract or permanent, or a combination of both
 - Contracts are shorter term than permanent roles so you will have more to share
- General ROT
 - Minimum 3 pages
 - Maximum 6 pages
- How do you keep it shorter?
 - No employer profile
 - Minimize project profiles - use if relevant to what you are applying for
 - Only show title, company and duration for roles > 10 years ago

☉ Interests/Activities/Accomplishments

- If they are unique and differentiate you or show a different side of you
 - President of the Rotary Club of Canada
 - On the Board of Trustees at the Holland Bloorview Kids Rehabilitation Hospital
 - Competed in the Boston Marathon for the past 15 consecutive years
 - Musical Director for Theater Ancaster
 - Event Coordinator for the BECEL Ride for Heart

Marketing Yourself -Social Media



☺ Candidate sourcing strategies for agencies in 2013³

- Ranked from best (1) to worst (7)
- Ranking of ATS or job board seems to depend on who commissioned the survey ☺

Average Rank of Candidate Sourcing Strategies

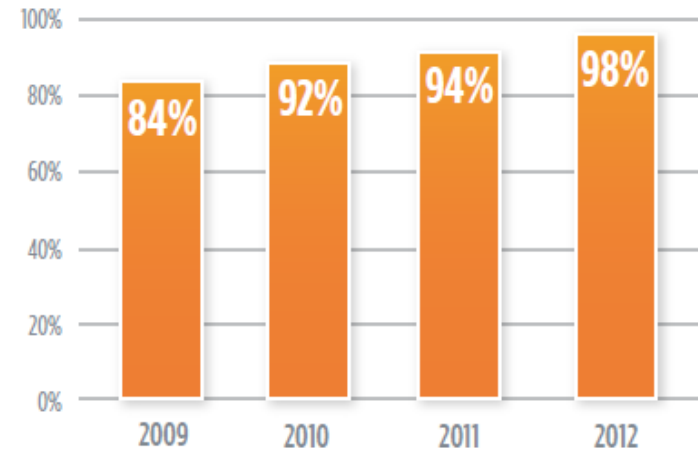


³2014 North American Staffing and Recruiting Trends Report - Bullhorn

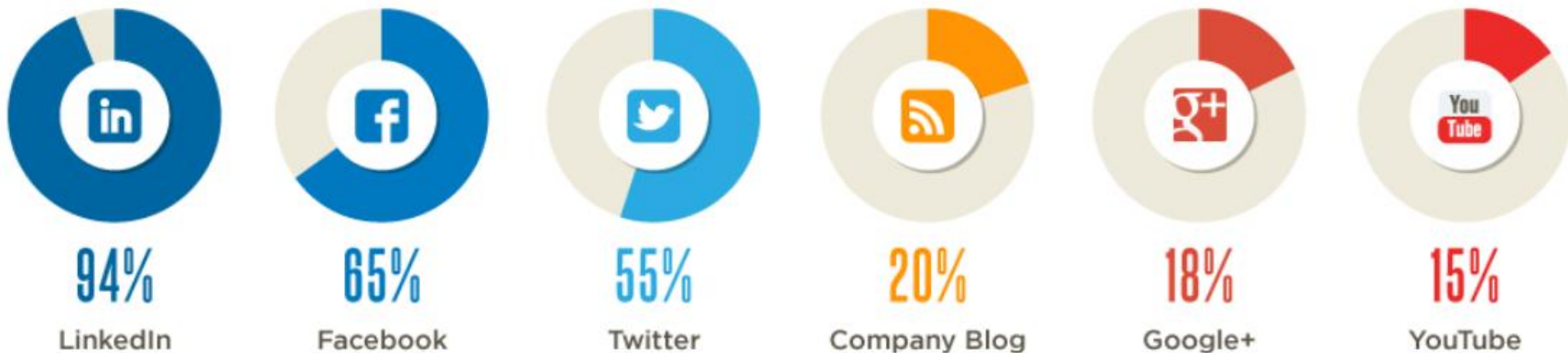
Marketing Yourself – Social Media



- ‘With **98%** of recruiters leveraging social media in 2012, and the greatest opportunity for the staffing industry in 2013 being “access to **passive candidates via social media**” ‘⁴



- Top social networks for recruiting in 2013⁵



⁴2013 North American Social Recruiting Activity Report - Bullhorn

⁵2013 Social Recruiting Survey Results – Jobvite

Marketing Yourself – LinkedIn



- Have a detailed and complete profile
 - Professional looking picture
 - Summary section should **clearly** highlight you = executive summary
 - Headline should **clearly** reflect your field of expertise
 - Experience section should look like your CV, but with less detail
 - Title, dates, company, accomplishments
 - Add in:
 - Certifications
 - Courses
 - Honours & Awards
 - Education
 - Skills & Endorsements
 - Volunteering & Causes

Marketing Yourself – LinkedIn



- ③ Make it easy for recruiters to connect with you
 - Include your email address and your cell number
 - Select the types of opportunities you are willing to receive:
 - Career opportunities
 - Consulting offers
 - Job inquires

- ③ Have an online presence
 - Comment on connections' updates, milestones, accomplishments
 - Join groups and contribute
 - TDWI Toronto Area Chapter
 - Data Warehouse & Business Intelligence Architects
 - MicroStrategy Business Intelligence
 - Toronto Business Analysts

⁵Ultimate Guide to LinkedIn Business – Ted Prodomou



Marketing Yourself – LinkedIn



- ☉ Temporarily turn off 'Activity Broadcast'
 - Allows you to silently make changes that are not relevant to share
 - Minor updates
 - fixing old information
 - becoming active as part of a job search

⁵Ultimate Guide to LinkedIn Business – Ted Prodomou



Marketing Yourself – Job Boards



☉ Used for active recruiting purposes

- people currently on the market
- People coming on the market very soon

☉ Monster and Workopolis

- Most popular job boards
- Have the largest databases
- Highest traffic
- Greatest social presence

☉ Monster vs. Workopolis

- Depends on who you speak to
- We use Monster because of:
 - Lower cost
 - New semantic search engine is very powerful (vs. traditional Boolean search)

Other Options



☉ Other job boards

- careerbuilder, craigslist, Dice (US only)

☉ LinkedIn

- LinkedIn Recruiter is a recruiting tool sold to agencies and companies

☉ Metasearch Engines/Aggregators

- Collect jobs postings from job boards, employer websites, online classifieds, association websites, social networks, content sites and company career sites
- indeed
- Simply Hired
- ZipRecruiter

Marketing Yourself – Networking/Referrals



Networking

- ☉ Consistently ranks high in the candidate sourcing surveys
- ☉ Attend events like this
 - TDWI Toronto Chapter, OCBIG, Informatica, IRMAC
- ☉ Keep in touch with former employers and colleagues
- ☉ Connect with current employers and colleagues

Referrals

- ☉ Consistently ranks high in the candidate sourcing surveys
- ☉ “Do you know any colleagues that may be in the market?”
- ☉ Instant credibility if caller has worked with the referrer
- ☉ Quickly builds a trusting relationship and shortens the cycle
- ☉ When referring be sure to provide context to the relationship
- ☉ “Pay it forward”



Working with Agencies - Candidate



What you should expect from agencies

- ☉ Transparency
 - You should know your bill rate
 - How many candidates are you competing with through this agency
- ☉ Fair rates
 - This is easy if you know your bill rate
 - No last minute rate negotiations
- ☉ 'Permission to present' email
 - Client, role, location, rate, availability
 - One email = one submission
- ☉ Regular and timely communication
 - Interview feedback, next steps, delays, changes
 - You should not have to chase them
- ☉ Constructive interview feedback
 - You don't know what you don't know so how can you correct it?
- ☉ Exclusivity on the Role ONLY
 - Do NOT agree to client-based exclusivity or time-frame-based exclusivity
- ☉ Closure
 - If you were not selected for the role or the role was cancelled you deserve to know

Working with Agencies - Candidate



What you should expect from agencies

- ☉ Feedback on your CV
 - Suggestions on how to improve it
 - CV guidelines and best practices
 - Sample CV to demonstrate style, format and content
- ☉ Prep call before your interview
 - Insight into who you are meeting, company culture, and the role
 - Interview best practices / refresher
 - Suggestions on your style and how to tweak it for this opportunity
 - Recommendations on what aspects of our CV/career to highlight, and conversely what to avoid
- ☉ Knowledge and experience in your sector of the industry
 - If you are really good at what you do, you want someone that can recognize it and will therefore advocate on your behalf

Working with Agencies - Candidate



What agencies should expect from you

☉ Transparency

- What stage you are in with other opportunities and interest/fit
- Current rate / salary

☉ Fair rates

- Rate/salary is not a reflection on you, it is often client and market driven. Don't take it personally
- Don't be 'penny wise and pound foolish' - At \$80/hr for a 6 month contract a reduction by \$5 = 7.5 days weeks on the bench

☉ Know where your CV has been submitted

- Double submissions or client portal submissions reflect poorly on everyone

☉ Regular and timely communication

- Changes with other opportunities / extensions / status
- Provide your CV and 'permission to present' when you said you would
- They should not have to chase you

☉ Client ready CV

- Grammatically correct, well formatted, appropriate length

Working with Agencies - Client



What you should expect from agencies

- ☉ Transparency
 - You should know their margins/fees
 - You should know the pay rates of their candidates
- ☉ Fair rates
 - This is easy if you know their pay rates
 - We are not consulting firms
- ☉ Timely submissions
 - Submissions should fall within the clients time-lines
- ☉ Well vetted candidates
 - Addresses your requirements
 - F2F for perm placements
 - Written a technical test to validate their skills
 - 2-3 CVs at MOST
- ☉ Authorized submissions
 - Know that the agency has the candidate's written permission to be presented

Working with Agencies - Client



What you should expect from agencies

- ☉ Regular and timely communication
 - Changes with a candidate's status – give you an opportunity to address
 - You should not have to chase them
- ☉ Well written and easy to read CVs
 - Concise
 - Grammatically correct (verb tenses, sentence structure, capitalization)
 - Well formatted
- ☉ Presentation email that highlights the candidates fit
 - Executive summary
- ☉ Candid and accurate market assessment
 - And if we say the JD ≠ \$ trust us
 - A good agency will show you both
- ☉ Knowledge and experience in your sector of the industry
 - They are better able to recognize top talent in your field
 - They better understand your needs

Working with Agencies - Client



What agencies should expect from you

- ☉ Transparency
 - How long has the position been open
 - How many agencies have been engaged
 - Is this a funded and approved position/head-count
- ☉ Fair rates
 - The rate/salary matches the job description
- ☉ Permission to present email
 - Know that the agency has the candidate's written permission to be presented
- ☉ Regular and timely communication
 - **Timely feedback on submissions, interviews**
 - **Prompt interview schedule**
 - **Timely offers**
 - Candid feedback on candidate interviews
 - They should not have to chase you



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