



Team Resourcing | BA Managers Forum

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Agenda

1. Discuss the current market
2. Explore different resourcing models available
3. Look at the SWOT of each
4. Build your own blended strategy

We'll be using the outputs from today's sessions to compile a paper, which will be shared later this month.



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Experienced BA Practice Leader, currently consultant Head of BA at the Ministry of Justice. Founder of new startup herd consulting.

Formerly headed up practices at DWP & Plusnet.

In all these roles, growing teams and having a strategy for longer term resourcing has been key.

What have been your experiences of hiring experienced BAs over the past 6-9 months?

Head to sli.do

Enter #BAMF1

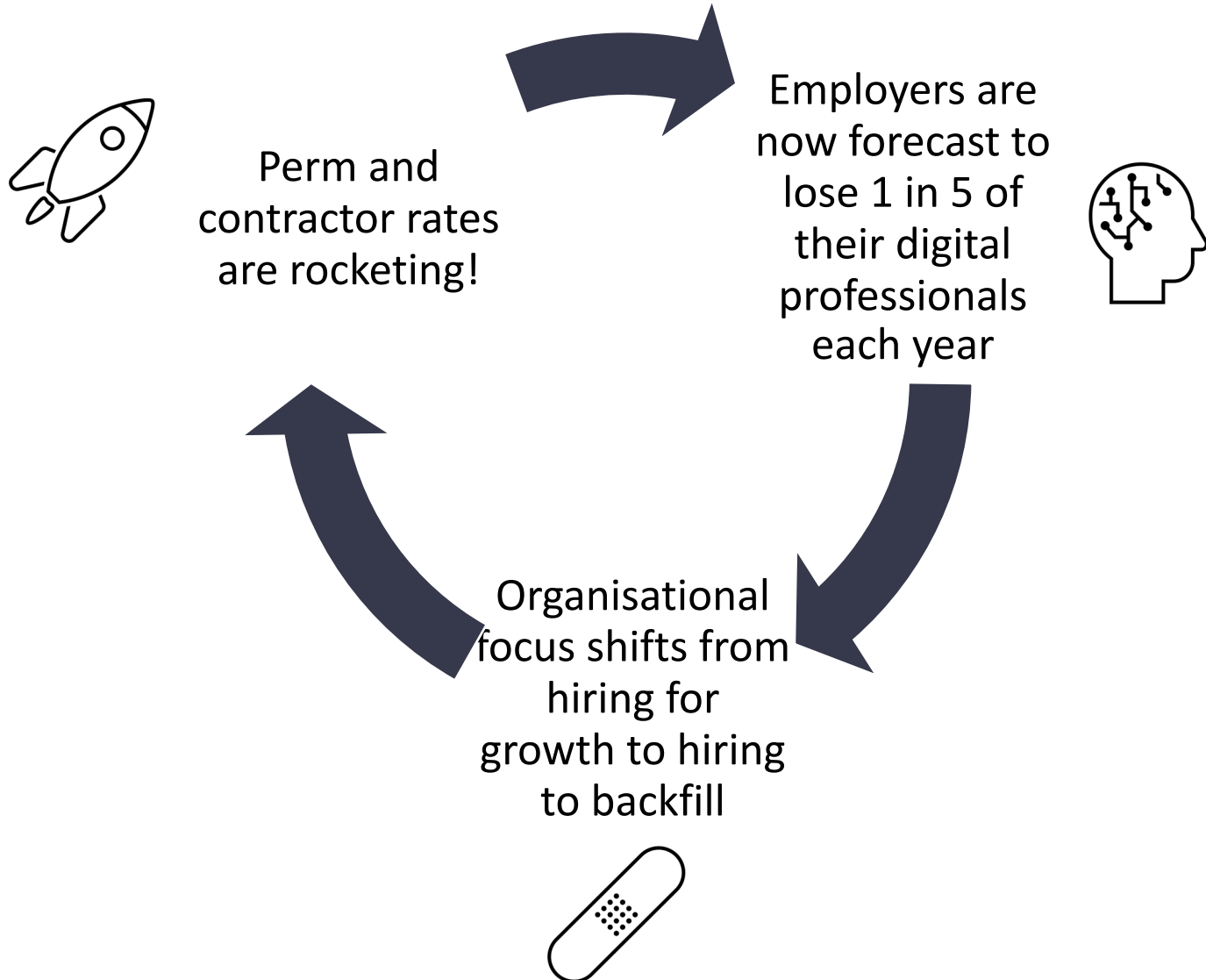


What do you see as the biggest barriers preventing you from recruiting the skills you need?

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Without a strong talent pipeline, hiring costs will continue to spiral



But, attrition of skilled practitioners makes it harder to invest in and develop new talent

Guidance
**The Digital, Data and Technology
Playbook**

Published 28 March 2022

<https://www.gov.uk/government/publications/the-digital-data-and-technology-playbook/the-digital-data-and-technology-playbook>

“public sector is estimated to spend £46 billion on digital in 2021/22”

“we need to develop our in-house Digital, Data and Technology (DDaT) capabilities” Alex Chisholm

“...mixed model of delivery is key. We will use the market’s expertise and capability to supplement agile teams.”

The Digital, Data and Technology Playbook

“Insanity is doing the same thing over and over and expecting different results”



We cannot solely rely on one or two flavours of models, to meet our people needs.

A blended strategy of different models will be required for many practices going forwards.

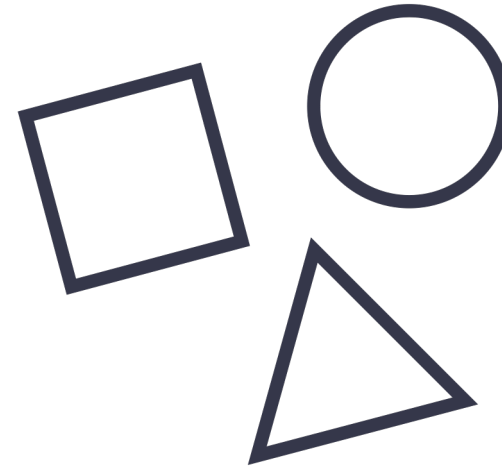


What models are available to bring in skilled and experienced BA professionals?



Overview of models available

- 1 Experienced permanent hires
- 2 Trainee permanent hires
- 3 Contractors
- 4 Consultancy frameworks
- 5 Recruit, train and deploy



Experienced permanent hires

Typical
proficiency levels

**BA
Mid-Level**

**Senior
Practitioner**

**Lead
Expert**

**BA Manager
Expert**

**Head of BA
Expert**

Levels of
permanency

Permanent

**Fixed Term
Appointment**

Working patterns

Full time

Part Time

Job Share

Locations

**Fully office
based**

**Fully remote/
home based**

Hybrid

Trainee permanent hires

Potential paths



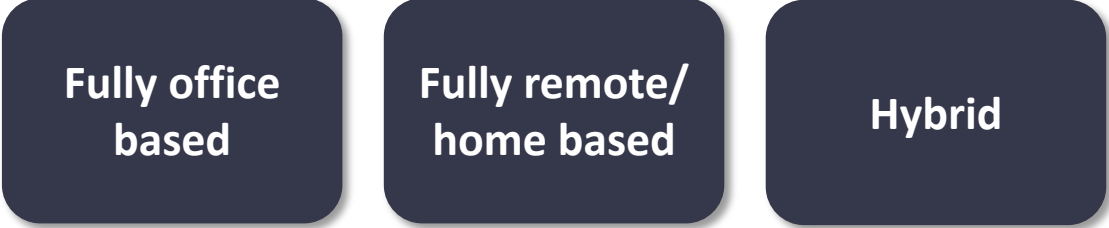
Levels of permanency



Working patterns



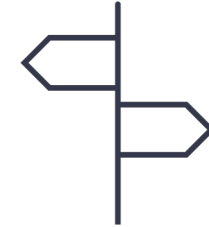
Locations



Inside or outside
of IR35?



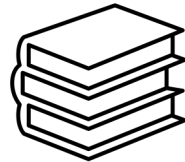
Direct or
agency?



Potential reasons for hiring contractors:



**Temporary
backfill**



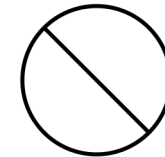
**Industry
knowledge**



**Specialist BA/
Tech expertise**



**Faster option to
recruit**



**Internal
constraints
(headcount etc.)**

Consultancy frameworks

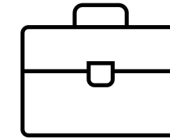
Consultancy
providers



Big 4 style



Boutiques



**Profession
specialists**

Full delivery team provision

Piece of work delivery (usually SOW/ outcome driven)

Call-off individuals (usually under existing commercial frameworks)

+ many more variations!

Examples:

Deloitte.

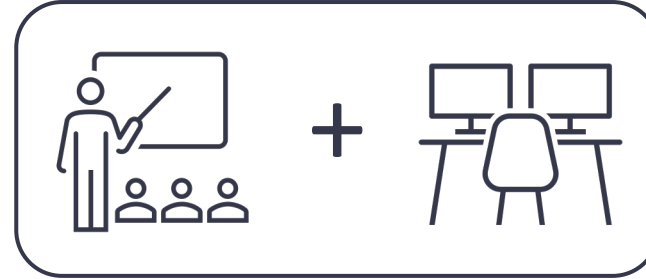


**BE
POSITIVE**



Recruit, train and deploy models

Brief overview
of the model



**Attract & recruit
those with potential**

**Training + work to gain
knowledge, skills & exp.**

**After c. 24m can hire into
your own organisation**

Things to
consider:



Level & type of
support available



Investment into
their development



Are there exit
fees for trainees?



Credentials of
expertise provided

Examples:



Which models do you currently use in your practice?

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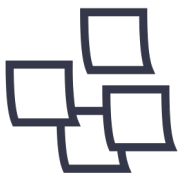




15 mins

Group Activity:

What are the strengths, weaknesses, opportunities and threats of each model?



I'll show you an example first!



SWOT: Experienced permanent hires

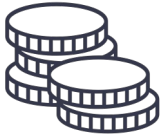
Strengths



Find talented people, who share your organization's purpose & values



People tend to be around for longer (in comparison) - building networks & corporate knowledge



Typically, more cost effective than many other models

Weaknesses



Managing and leading people, takes time and investment



Often lengthy E2E attraction, interview, hire and onboarding lead times

Opportunities



Develop people, growing their experience and skills. They could even be your next CEO?



Can attract others join, using individual networks & recommendations

Threats



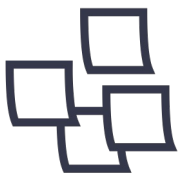
Can lose people, with digital skills attrition expected at 20% as new norm. Time, money!



15 mins

Group Activity:

What are the strengths, weaknesses, opportunities and threats of each model?



Assigned one model per table. Playback after.





10 mins

Pairs Activity:

What does an effective blended strategy look like for your practice?



Think about: % split, Objectives and Key Results (OKRs), practical next steps you need to take to implement it.



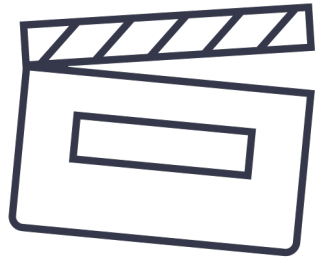


10 mins

Group Activity:

Share and discuss your strategy and thinking with the group.





Reflect, consider, change

Review any next steps off the back of your strategy, considering both short & longer term.



Look out for the 'Team Resourcing' paper

Consolidated insights gathered from today's sessions, along with details of the models.

If you want to carry on the conversation, share ideas and best practice...



Join the new 'BA Manager Forum: Team Resourcing SIG' on LinkedIn



Thank you and questions

 [@_jamietoyme_](#)  [Jamie Toyne](#)

