Rizwan A. Khan

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Education

Master of Science, Industrial-Organizational Psychology   2012

> The University of Tennessee at Chattanooga, 3.87   *Chattanooga, TN*
> Thesis: An Examination of two Methods of Measuring Inconsistency.

Bachelor of Science, Psychology   2009

> The University of Maryland, College Park   *College Park, MD*

Technical Skillset

Database Management: Microsoft SQL Server, PostgreSQL, MS Access
Statistical Software: R, SAS, Python, SPSS
Business Intelligence Tools: Tableau, Qlik, PowerBI, Custom Open source developed in PostgreSQL, Python Django Web Framework, HTML/CSS, JavaScript
Web Development: HTML/CSS, JavaScript, Django, Vue.JS, jQuery, Plotly.js
HRIS Systems: Workday
Statistical Background: Descriptive Statistics, Regression Analysis (multivariate, logistic, cox), Markov Chains, Random Forest, Factor Analysis (EFA, CFA), Rasch Modeling, Hierarchical Linear Modeling, k-means cluster analysis, ANOVA, ANCOVA

Relevant Work Experience

Manager, Workforce Planning & Analytics   Nov 2018 - Present
The AES Corporation   *Arlington, VA*
Rizwan joined The AES Corporation during a pivotal time in the company's history as it transitions its business strategy away from traditional fossil fuels to renewable energy for a greener future. This exciting time means vast opportunity around analytics. As part of its digital transformation, Rizwan is leading the development of the HR analytics capability across all HR and acting as an advisor to develop the analytics capability outside of HR. To date, the analytics strategy has been developed and operationalized to include the development of Recruiting and Workforce Planning analytics that is being used by its stakeholders.

Talent Analytics Lead   Jan 2018 – Nov 2018
Danaher   *Washington, DC*
Rizwan joined Danaher to establish the analytics function within Talent Management (TM). To this end, Rizwan is developing a roadmap for a measurement framework for continuous process improvement that aligns Talent Management strategic goals to the goals of the broader organization. This work includes 3 main core components:

- Measurement framework: A suite of core KPIs that are discovered through strategic alignment sessions with TM leadership to identify program relevant KPIs

- Technology: The development of technology to support and sustain the measurement framework.
    - Data Management: The development of a data warehouse that pulls data from disparate resources such as WorkDay and Taleo. The development of scripts to collect, clean, transform and load data.
    - Analytics: The development of calculations for the KPIs, ranging from descriptive statistics to regression analysis, depending on the KPI
    - Visualization: The development of a dashboard that leadership across the organization can use to quickly have a pulse check on key KPIs they are tracking to move the needle forward
- Governance & Process: The primary focus of this component is to transform the culture of the TM department to be more data focused in their approach for TM programs and initiatives. This means developing the guidance of when and how to use analytics, how often data should be updated, and most importantly, action planning when an indicator is trending negatively.

Senior Workforce Analytics Consultant   May 2017-Dec 2017
Deloitte Consulting, LLP   *Rosslyn, VA*
Workforce Analytics Consultant   May 2017-Dec 2017
Deloitte Consulting, LLP   *Rosslyn, VA*
Analytics Consultant

Rizwan was brought into this role (a team of 7) to provide his expertise in transforming organizations into a state of analytical maturity, thereby enabling leadership to lead by data. Specifically, enabling leadership to refine their organizational strategies based on data, having insight and transparency throughout all levels of the organization, and measure performance of **all** departmental units. To this end, Rizwan has extensive experience in every phase of the analytics lifecycle within an organization (i.e., measurement, technology, and implementation) needed for a successful analytics capability. This initial effort **resulted** in the client extending the contract for an additional 3 years, expanding the contract beyond headquarters to sub- agencies along with expanding the team, identifying duplicative processes and technologies, and improving efficiency of processes. Key activities and accomplishments included:

- Developed strategic roadmap for the implementation of an analytics capability within the organization
- As a result, conducted strategic working sessions with various stakeholders across all levels of the organization to align organizational missions, objectives, strategies, functions and outputs, resulting in leadership buy-in
- Led a team of direct and indirect resources, that developed measurement frameworks that assess the effectiveness business unit outcomes, which roll up into standardized scores across the organization, enabling leadership visibility into their organization
- Developed process workflows to collect, clean and analyze data using PostgreSQL, Python, and Excel
- Part of a team that developed an open-source, business intelligence web platform using PostgreSQL, Python, Django, HTML/CSS, and JavaScript
- Conducted change management initiatives for ease of adoption including leadership strategic sessions, communications, and training

- Assisted in the use of AGILE and SDLC methodologies for software development and implementation

Workforce Planning Firm Initiative
Currently developing a Workforce Planning Dashboard prototype in Tableau as part of an internal business development initiative to be used by Human Capital leadership to identify the right talent, in the right positions, at the right time. This dashboard has multiple advanced analytical techniques included to increase precision of predictive modeling. One such example includes the attrition model, where Rizwan used Cox Regression Survival Analysis to identify the expected tenure across all levels of staff, sectors, and skill types. Moreover, Rizwan has been involved with the ETL process to collect the data needed from disparate data sources, using python to create scripts for automated cleansing and loading into the AWS server. After this prototype is complete, it is expected to create a web application dashboard to be accessed by all Service Lines within Deloitte. Rizwan has led the development of this solution from proof of concept, business case development, and prototyping of the tool, having presented every stage of development and received approval from Deloitte leadership.

Organizational Development Consultant
Rizwan was brought into this role (a team of 3) as a SME to lead the development and implementation of strategic development and human capital initiatives for an IT Organization, personally working closely with the Executive Director and Deputy Directors. This initiated as pro-bono consulting services, which quickly turned into a **multi-million dollar** award contract, spanning several years. Key activities and accomplishments included:
- Conducted organizational assessment of an IT division to identify areas of strength and opportunities for improvement. Areas assessed included organizational strategy, structure, culture, talent, and technology.
- Conducted strategy workshops with Executive leadership to develop organizational objectives and strategic initiatives
- Developed and implemented a new strategy for project prioritization and planning
- Developed framework to assess organizational performance. This included conducting a current state assessment of current metrics collected, tools used and a gap analysis identifying future state organizational performance measurement.

Analytics Consultant
Rizwan was brought into this role (a team of 25) to provide his extensive expertise in learning analytics and program evaluation, which he provided to his external clients and internally to other project work streams. During this time, Rizwan was responsible for developing the evaluation strategy for 3 different client programs, as well as developing client relationships to create buy-in. The result of these efforts involved the client adopting these evaluation strategies as a model to follow for their other programs. Key activities and accomplishments included:
- Developed surveys and focus groups that evaluate program effectiveness for three different programs, including L3 behavior measurement and conducted their analyses, which identified program strength areas and critical areas for improvement
- Supported the management of databases using PostgreSQL and SAS. This included cleaning the data to be prepared for analysis

- Collaborated with client leadership during outreach sessions to identify missions/objectives/strategies/functions, assess the current state of KPIs for organizational performance measurement and identify future state KPIs
- Helped develop and calculate new metrics that measure training efficiency
- Conducted numerous presentations with client leadership demonstrating a business intelligence tool developed in-house which resulted in socialization and buy-in of the tool
- Providing expertise on survey development and implementation used across 7 agencies for level 1 evaluation based on the Kirkpatrick model
- Developed analytics tool for analysis of data using excel
- Analyzed program data in support of various studies reporting on their effectiveness

Senior Organizational Analysis Consultant   Sep 2012- Aug 2014
Booz Allen Hamilton   *Rockville, MD*
- Member of a project team of ~80 consultants that are responsible for the development and evaluation of training and development strategies for ~12,000 customer service representatives (CSRs) to improve organization performance.
- Developed entire infrastructure for analysis of training data (i.e., quantitative and qualitative) and its reporting (e.g., trends and action items reports) that monitors success of the training deliverables on a weekly and monthly basis to the client
- Assisted in the development of standard operating procedures that have been approved by the client and used to train analysts in data mining and statistical analysis techniques
- Assisted in the development and implementation of a recruitment tracking tool using Microsoft Access which improved efficiency of recruiting processes by improving consistency and accuracy of data, and removing duplicate processes
- Assisted the Human Capital center of excellence in proposal writing, research market needs and the development of intellectual capital for marketing purposes
- Advised in the design, implementation and analysis of a survey assessing organizational interoperability
- Assisted in the development of our leadership capability by analyzing data using excel, researching competitors, and identifying perceptive markets

Intern   Jul 2012-Sep 2012
Fields Consulting Group   *McLean, VA*
- Analyzed data to measure adverse impact of tests utilized for promotional purposes to ensure the most qualified individuals are selected for high ranking positions
- Established collaborative relationships with clients for content validation of assessment center exercises
- Provided support for consultants as needed such as conducting research to provide current industry knowledge on statistical analysis which made tools more effective

Honors & Awards

Performance & Team Recognition (December 2013) - In recognition of your superior data analysis skills and support of training evaluation on *** ***. Your support has included

identifying techniques for streamlining LMS data reports and steadfastly building the *** *** training evaluation infrastructure.

Certificate (September 2013) – Awarded in recognition of Data Analysis Wizardry

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<u>**Professional Affiliations**</u>

- Member of the Society for Industrial & Organizational Psychology