

A decorative background graphic on the left side of the slide. It features a dense collection of small blue and red dots connected by thin lines, forming a complex network. From this network, several thick, wavy lines in shades of blue and red flow outwards towards the right side of the slide, creating a sense of movement and connectivity.

Maximizing Workday Implementation

Optimizing Workforce Post-COVID19

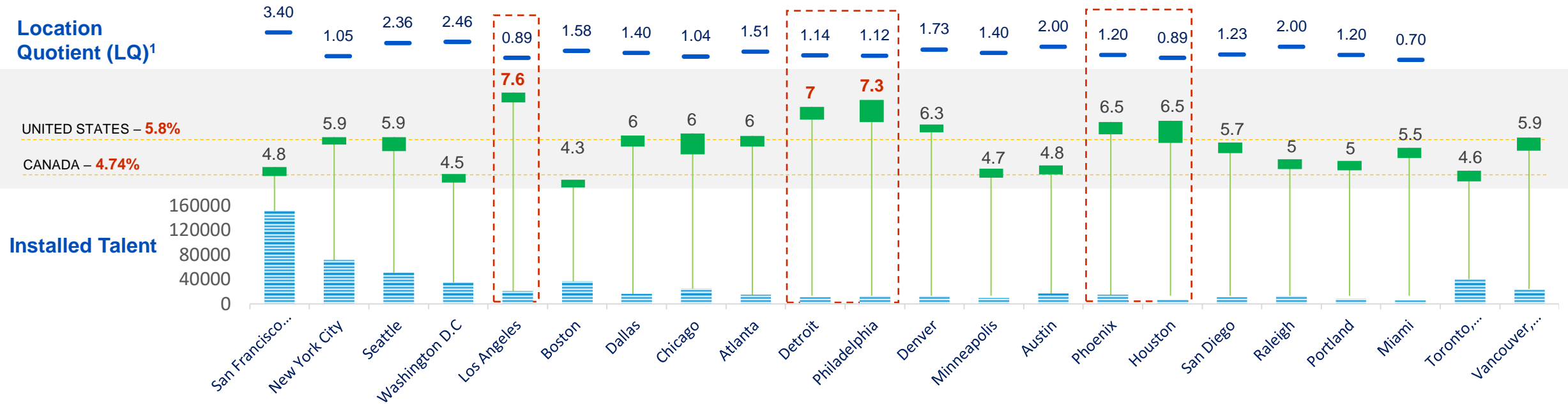
Draup Webinar

Conceptualized and Developed: May-2020

Labor Market Dynamics: Unemployment trends across major occupations are increasing across the US. Many companies are gradually slowing down hiring.



Unemployment Rates vs Installed Talent vs Location Quotient – by MSA (April 2020) Software Development Occupation (Upper Level Estimate)



Locations with large scale employment in **heavily hit sectors of hospitality, entertainment, manufacturing, food services, apparel, real estate and others** are witnessing huge increase in unemployment rates for all kinds of job roles, including the usually in-demand roles of Computer and Software Occupation.

Draup also found that **locations with higher unemployment rates for Computer and Software Occupation are also the ones with comparatively lower corresponding Location Quotient**

Case : More than 30% of Los Angeles' professionals

are employed in industry sectors of Entertainment, Real Estate, Apparel, Healthcare, Food and Restaurants employ. Unemployment rates for each of these industries have crosses the 10% levels. Mass layoffs in these industries have led to LA unemployment rate shooting to 7.6% even for technical job roles. The LQ for Los Angeles is 0.89.

Other locations such as Detroit, Philadelphia, Phoenix and Houston have large dependence on sectors heavily hit by the pandemic as well as have comparatively lower Location Coefficients

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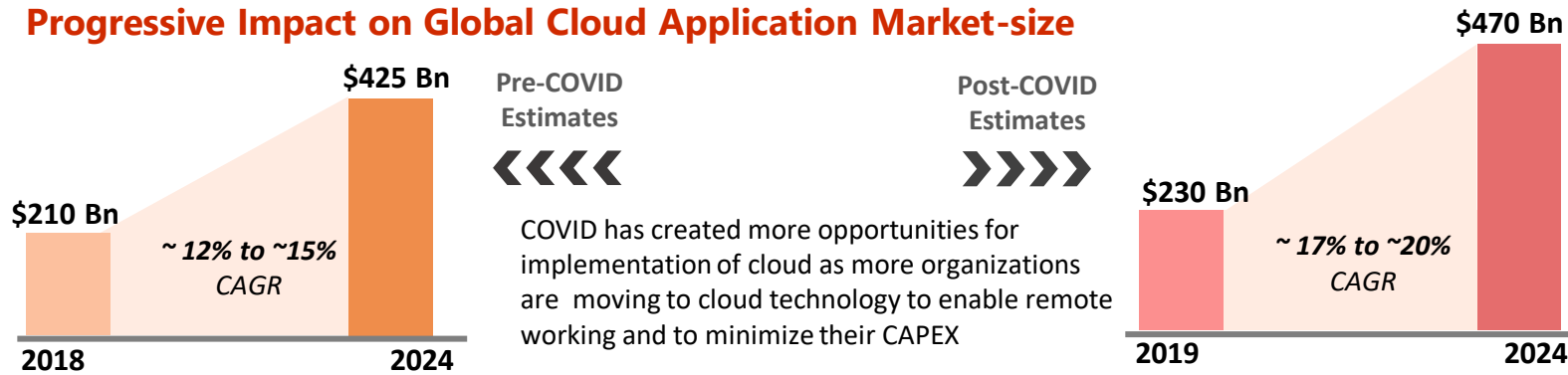
US Unemployment Rates

	Employment Industry / Sector	APRIL 2019	APRIL 2020	PERCENTAGE CHANGE	COMMENTARY
HUGE IMPACT	Hospitality	4.3%	48.9%	1037.2%	Unemployment in said industries have risen more than 5-folds in the 1 year period due to complete shut down of related production and services, with Hospitality Industry facing the largest impact
	Textile, Apparel & Leather	2.5%	26.3%	952.0%	
	Arts & Entertainment	4.9%	47.1%	861.2%	
	Restaurants & Other Food Services	4.4%	35.4%	704.5%	
	Educational Services	1.9%	12.7%	568.4%	
	Telecommunications	0.9%	6.0%	566.7%	
MODERATE IMPACT	Real Estate & Leasing	1.7%	9.9%	482.4%	Industries which are still on a partial run such as Healthcare, IT Services and Retail, are experiencing moderate pressure with the percentage change in unemployment rates much closer to the overall 336% rise in the US
	Healthcare & Social Assistance	2.1%	10.4%	395.2%	
	Consumer Electronics & Hardware	0.8%	3.5%	337.5%	
	Mining, Oil and Gas	2.4%	10.2%	325.0%	
	Transportation & Warehousing	3.7%	15.2%	310.8%	
	Retail & Wholesale	4.3%	17.1%	297.7%	
	IT Services	1.2%	4.2%	250.0%	
	Construction	4.7%	15.6%	231.9%	
	Administrative & Support	6.2%	18.7%	201.6%	
	Software Publishing	0.7%	2.1%	200.0%	
LOWER IMPACT	Professional Services	2.0%	5.8%	190.0%	Industries facing lowest pressure from the current covid pandemic
	Chemicals	1.7%	4.8%	182.4%	
	Insurance	1.7%	3.9%	129.4%	
	Financial Services	2.6%	3.8%	46.2%	


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Cloud Implementation Trends: The implementation of cloud technologies is becoming a necessity and will drive the organizational growth even after the pandemic period


Progressive Impact on Global Cloud Application Market-size




Trends indicating an Accelerating Adoption of Cloud Technologies


- 
Increased Collaboration and Communication

Tools like MS Teams, Zoom etc. have seen an increase in daily active users by up-to 70% in the last couple of months
- 
Increased Security over Cloud End-point applications

When employees utilise the organisations resources remotely, organisational information & client data needs to be more secured
- 
OTT Consumption

Video service providers and broadcasters adopt cloud to meet the raising demand for OTT platforms and the complexity of OTT services
- 
Telehealth

Telehealth platform as a service is being widely used due to increase in demand for remote assistance. Telemedicine app Kryis is the most downloaded in Europe, with 80% consultations growth



Remote Worker as a Service
3i Infotech has partnered with AWS, Microsoft Azure, Google Cloud Platform and Alibaba Cloud and launched **Remote Worker as a Service**. This VPN-as-a-Service facilitates remote working by hosting any on-premise server or application

Critical Roles for Cloud Implementation

Architecture and Infrastructure

Cloud Architect	Solution Architects
Cloud Database Engineer	Cloud Application Architect
Cloud Platform Engineer	Cloud Infrastructure Architect





Implementation

Virtualization Engineer	Cloud DevOps Engineer
Cloud Engineer	Cloud Migration Engineer
Cloud Implementation Engineer	Cloud Support Engineer

Development

Cloud Software Development Engineer	QA Engineer- Cloud
Cloud Engineer- Developer & Mobile Services	Full Stack Developer- Cloud Applications

Digital is here to stay : The current pandemic has triggered a global need for technological infrastructure and the importance of digital transformation has become more imperative

Digital Transformation Themes	Case Studies
<p>Advanced Healthcare Connecting and automating traditional assets like medical devices, information systems and operation systems for enhanced care is a major focus</p>	<p> Boston Dynamics Spot robot- is put to use at the Brigham And Women’s Hospital of Harvard University to help with coronavirus treatment. The robot serves as an online screening and triage tool that could rapidly differentiate between genuinely sick patients from those suffering from less threatening ailments.</p>
<p>Digital Banking Digital technologies ushered transformation in banking services such as mobile banking, digital KYC validation, P2P payments, bank reconciliation, claims processing, virtual assistants, etc.</p>	<p> J.P.Morgan JP Morgan introduced COiN- an NLP-based chatbot to designed to analyze legal documents and extract important data points and clauses, thereby drastically reducing the man-hours for reviewing commercial credit agreements</p>
<p>Digital Learning Online platforms for remote learning have become a go-to mode for many educational institutions as classroom education isn’t accessible. Factors such as reduced infrastructure costs, scalability, personalization, etc. contribute to the soaring popularity of e-learning platforms</p>	<p> coursera Top universities across the world such as Harvard, Columbia University, etc. moved to virtual classrooms since March 2020. Many top universities are already offering courses on MooC platforms such as Coursera, Udemy, etc</p>
<p>Advanced Manufacturing Technological developments in manufacturing such as Digital Twin, 3D printing, 3D simulation, etc enable industries to achieve greater productivity with lesser workforce, increased quality and operational efficiency, improved maintenance and reduced costs</p>	<p> GE is a pioneer in developing Digital-twin packages across various industry verticals. It is currently implementing this technology to improve operational efficiency in aluminium and medical device manufacturing</p>

CRITICAL ROLES

CRITICAL COMPETENCIES

CLOUD

Cloud Solution Architect	Cloud Platform Engineer
Cloud DevOps Engineer	Virtualization Engineer

CI/CD Tools: Jenkins, Docker, Git, etc.	Containerization Technology	Automation tools (Chef, Ansible, etc.)	Scripting Unix and Linux
Programming & Algorithms	Cloud platforms (Azure, AWS, etc.)	Scripting Skills (Powershell, Python)	Distributed Technologies & SOA

CYBER SECURITY

Cyber Threat Intelligence Analyst	Digital Forensics Specialist
Penetration Tester	Security Audit/ Compliance Analyst

Identity & Access Management	Security Standards (ISO, HIPAA, SOX, etc)	Firewall and IIDS/IPS	IT Audit methodologies
Programming & Algorithms	Cyber AI	Threat Detection	Digital Forensics

SOFTWARE DEVELOPMENT

Web Application Developer	Android/iOS Developer
Python Developer	Site Reliability Engineer

Frameworks (NuxtJS, ReactJS, .Net, etc.)	Distributed Technologies & SOA	UI S/w Development Kits (Flutter, etc.)	Test Automation
Programming & Algorithms	Database Skills	Scripting Skills (Python, Javascript)	CI/CD & Version Control

BIG DATA & ANALYTICS

Data Scientist	Big Data Engineer
Hadoop Engineer	Data Analyst

Big Data Technologies (Hadoop, etc.)	Database Skills	Data Modeling (Python / R)	Web Services
Programming & Algorithms	Predictive Analytics	Scripting Skills (Python/Ruby)	Data Mining

AI/ML

Deep Learning Scientist	NLP Scientist
Software Developer- Computer Vision	AI Specialist

NLP	Computer Vision (AR/VR)	Deep Learning	Statistical Modeling (Python / R)
Programming & Algorithms	Database Skills	Scripting Skills (Python/Ruby)	Frameworks (PyTorch, TensorFlow, etc)

■ Critical Competencies post-Covid □ other Critical Competencies

Functional Skills requirement are shifting towards more data centricity and incorporation of mild-technical expertise



CRITICAL ROLES

CRITICAL COMPETENCIES

FINANCE & ACCOUNTING

Risk Analyst	Financial Analyst
Process Automation Analyst- Finance	Financial Operations Associate

Accounting	Blockchain Technology	Automation (Blue Prism,UiPath, etc.)	Taxation Laws
Financial Analysis	Data Analysis and Visualization	ERP Systems	

SUPPLY CHAIN

Demand Planner	Network Planner
Supply Chain Analytics Lead	Logistics Manager

Demand Planning	Cloud Technologies	Prescriptive Analytics	IoT
Drone Technology	Automation (Blue Prism,UiPath, etc.)	Inventory Planning	SaaS and PaaS Product management

MARKETING

Digital Marketing Analyst	Marketing Data Analyst
Multimedia Content Developer	Growth Hacker

Search Engine Optimization & Marketing	Data Analysis and Visualization	UX Design	CRM Skills
Marketing Strategies	Market Analysis	Communication Skills	Mobile & Social Media Adverting

HUMAN RESOURCES

People Analytics Lead	Talent Intelligence Analyst
Learning & Development Specialist	HRIS Analyst

Data Analysis and Visualization	Labor Laws	HRM Systems (Workday, etc.)	Talent Acquisition
HR Administration	People Analytics	Communication Skills	Employee Engagement

OPERATIONS

Operations Research Analyst	Pricing Analytics & Strategy Lead
Business Operations Analyst	Operations Manager

Stochastic Models	Simulation	Predictive Maintenance	Optimization Modeling (CPLEX, etc)
Econometric Methods	Data Analysis and Visualization	Connected Equipment	Neural Networks

Critical Competencies post-Covid other Critical Competencies

NOTE: Competency analysis has been conducted using Draup's library of over hundreds of skills and tools competencies tagged to multiple roles.

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Some questions remain – what to do with Analyst roles?

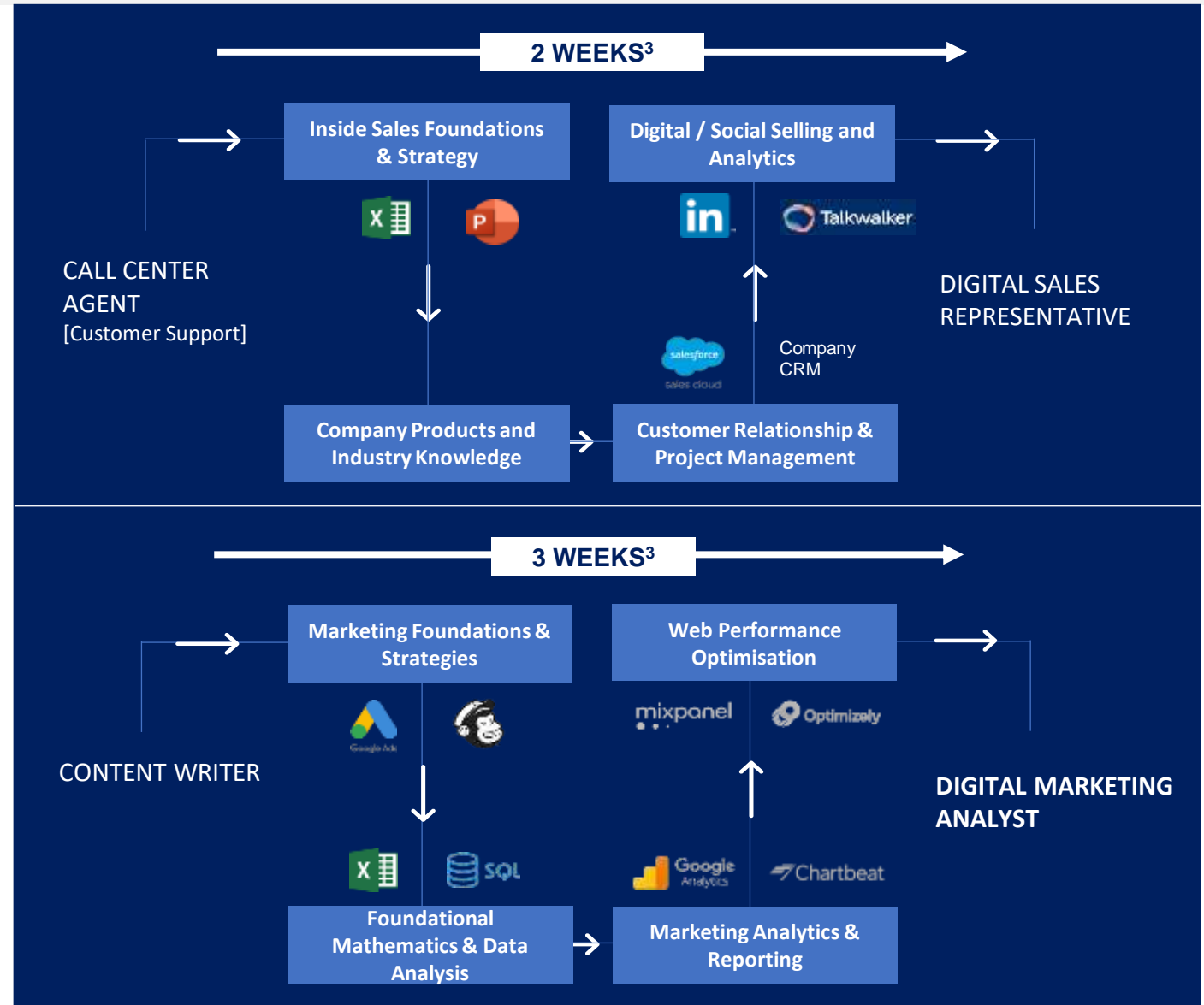
65%¹ of the companies believe that the “Analyst-level” are at a much higher risk of automation

40%² of the companies are aggressively trying to upskill “Analyst-level” employees but still feel the need for external assistance in terms of reskilling opportunities identification

Should we relook at the “never-ending combination” of Analyst role?

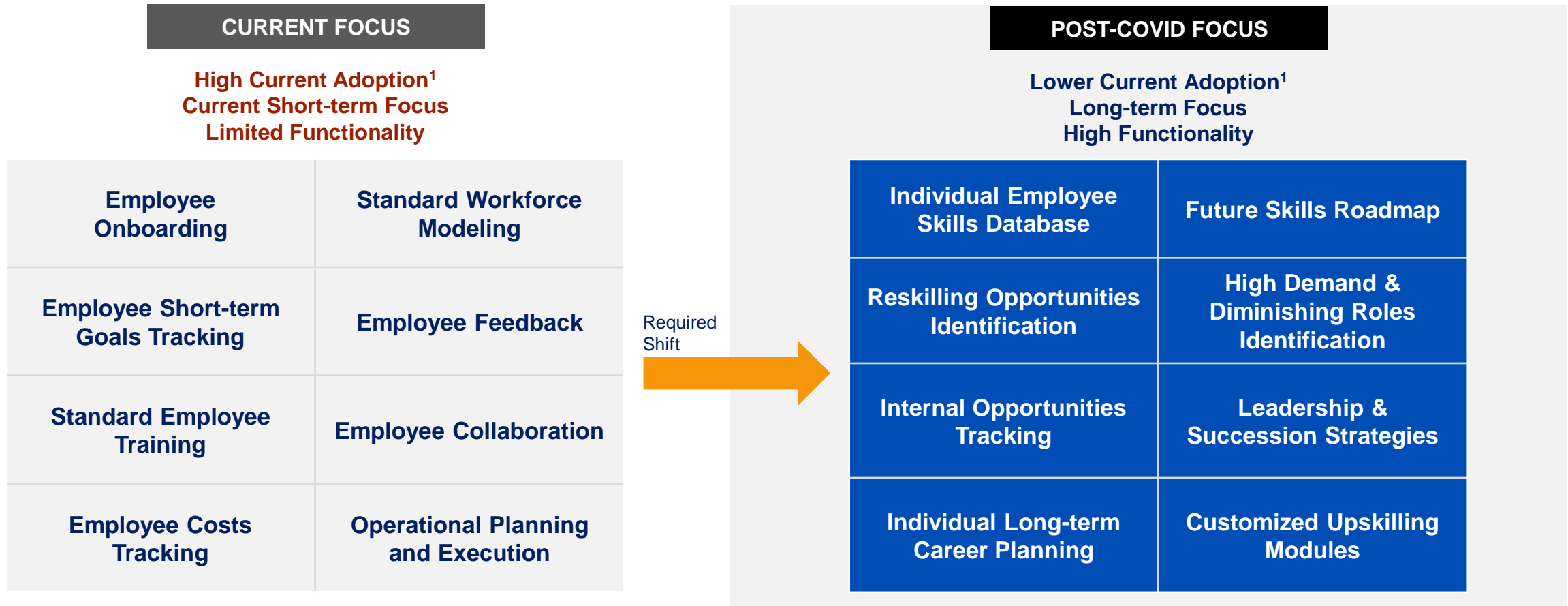
Companies seem to have multiple analyst roles (Data Analyst, Business Analyst, IT Analyst, Financial Analyst, and so on). Is it time to normalize this as **Business**

Storyteller? Essentially, an analyst needs to bring all the data and tell a story to inform the business and its products



^{1,2}The data is based on Draup survey conducted with 100+ organizations across multiple industries. ³The timelines represent the average time to master a particular skill set via online courses/training, considering 10-12 hours are spent in a week by the individual.

In the post-covid era, companies need to rethink their talent strategy in order to maintain or gain any digital competitive advantage



¹Current Adoption, Focus and Functionality ratings are based on numerous interviews, discussions and talks with industry stakeholders and subject matter experts. The use cases showcased in each category are not exhaustive, but are indicative of the critical ones, as identified by Draup

Global organizations are completely remodelling their talent strategies to focus on internal workforce transformation

Through our numerous discussions with industry stakeholders and global talent management leaders, Draup has identified **4 killer strategies** that the leading companies throughout the world are adopting to keep ahead of the race

4 PILLARS OF THE FUTURE TALENT ORGANIZATION

Learning Academies

Companies are creating multiple targeted learning academies which are focussed on identification, prioritization and development of critical skills & competencies at the enterprise level. These academies serve as the blueprint for the future skills roadmap of the organisation

Agile Immersion

70%¹ of the leaders believe that the implementation of Agile and Lean methodologies throughout the organisation, and especially in areas such as Human Resource, Learning & Development and Procurement will become the future standard for operational excellence

Internal Talent Marketplace

Leading companies across all industries are building Internal Talent Marketplaces that enable higher visibility of the experiences, skills, competencies of each employee across all business units in order to increase internal talent mobility, develop and implement enterprise level reskilling strategies

Standing up Chapters

Companies are building several programs and chapters around long-term workforce strategy and planning. Some of the important ones include large-scale implementation of digital skill management systems, advanced learning systems, engaging with educational institutions for industry-relevant skills development and others

All the above mentioned strategies have actually been implemented by some of the largest companies and these views are based on numerous interviews, discussions and talks with industry stakeholders and subject matter experts

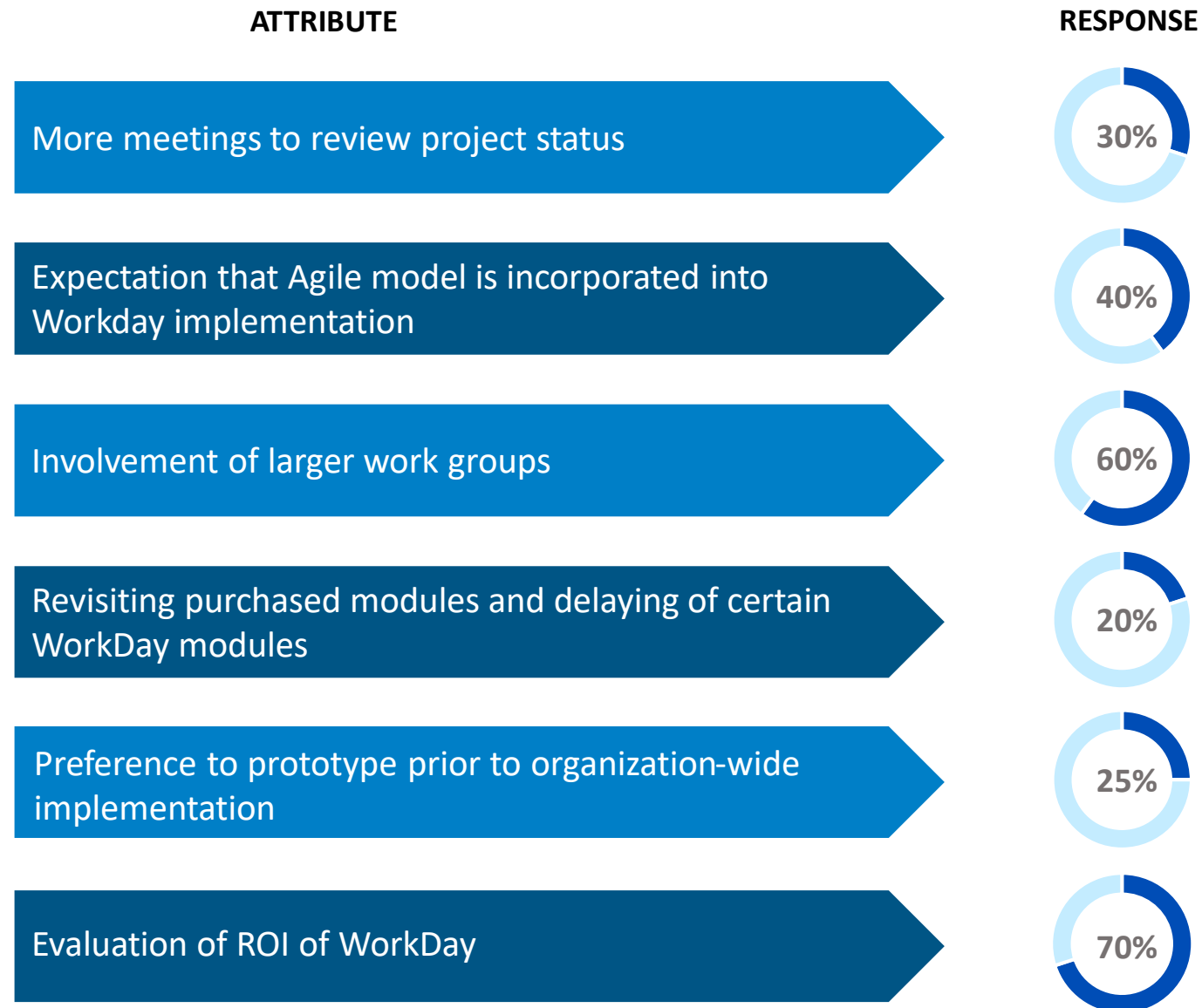
¹The data is based on HR leaders survey conducted by Draup for 200+ large organisations

Draup conducted a survey to assess companies' outlook on WorkDay implementation

The survey compiles responses from **15** leading market players and provides a glimpse into:

- their experience with WorkDay
- challenges faced by them
- their expectations

The response trends indicate that expectations and scrutiny around ROI will be high



■ Response in the Affirmative

Draup recommends three areas for WorkDay implementation: you can DIY or we can help as part of your workday journey

MODULE 1

Mapping Job Roles to Work Responsibilities

Analyze advertised Job descriptions that are available on public portals and internal JDs (if shared by the company) using Draup's AI model to create optimum job descriptions, create taxonomy of roles and occupational maps, analyze skills and identify reskilling opportunities

MODULE 2

Digital and Neighborhood skills Scan for Identified Employees

Save hiring costs and enhance the utilization of existing workforce by facilitating internal role transition. Evaluate internal opportunities for selected employees by analyzing core skills and neighboring skills of the candidate along with their current job responsibilities. Prioritize the list of potential candidates based on skill gap, time estimates to bridge the gap, and cost analysis

MODULE 3

Career Maps Model and Aspiration Simulation

Identify high demand, emerging and disrupted roles to keep in pace with changing workforce requirements. Analyze reskilling opportunities and identify career transition paths for existing talent pool on the basis of initial and final roles together with other parameters such as time to reskill, cost benefit, etc and simulate reskilling paths

Module1: The granular breakdown of each role enables organizations to create a custom large scale talent and learning management infrastructure



DETAILED JOB DESCRIPTION TEMPLATES FOR EVERY JOB ROLE

Optimum JD Creation

Post analysis of Job Descriptions, Draup publishes Job descriptions and templates for every critical role across technical and non-technical occupations.

Base for Reskilling

This granular information builds the base for the complete reskilling plan and is further used to identify optimum reskilling candidates for any target role

Attribute	Draup Data Model
Occupation	Draup Taxonomy can help us identify and assign the Occupation level data for any role such as occupation, Job family, Job role and Job title
Job Family	
Job Role	
Job Titles	
Technical Skills	Technology level Skill Clusters and Skills relevant for a Job role is categorized using Draup's taxonomy
Adjacent Skills	Draup also provide a list of Adjacent Technical skills for every Job role which are easy to learn for an Individual
Function or Sub-function	Help Cluster the Job roles under functions such as Sales, HR, Marketing etc
Functional & Industry Specific Skills	Draup's psychology team has analysed 100K+ professionals to create an exhaustive list of Functional and Soft skill categories and Soft skills for custom job role requirements
Behavioural or Soft Skills Clusters And Skills	
Years Of Experience Requirements	Analysing the global profiles databases and Job description Draup can provide deep insights into the experience level requirements for every Job role
Certification Requirements	Draup can leverage ML models to benchmark Certification requirements for every Job role
Degree Requirements	Draup can leverage ML models to benchmark degree requirements for every Job role
Digital Tech Stack, Tools & Frameworks	Mapping from Job descriptions , Draup can help Verizon detail out tools/platforms knowledge requirements for the job role
Occupational Standards Or Workloads	Draup analyses 65Million + Job descriptions posted by peer organizations, across global locations to identify Job role level Tasks or occupational standards and Workloads

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Module 1: Occupational maps for organisational stakeholders to develop long term career progression planning, mapping internal movements and developing reskilling initiatives



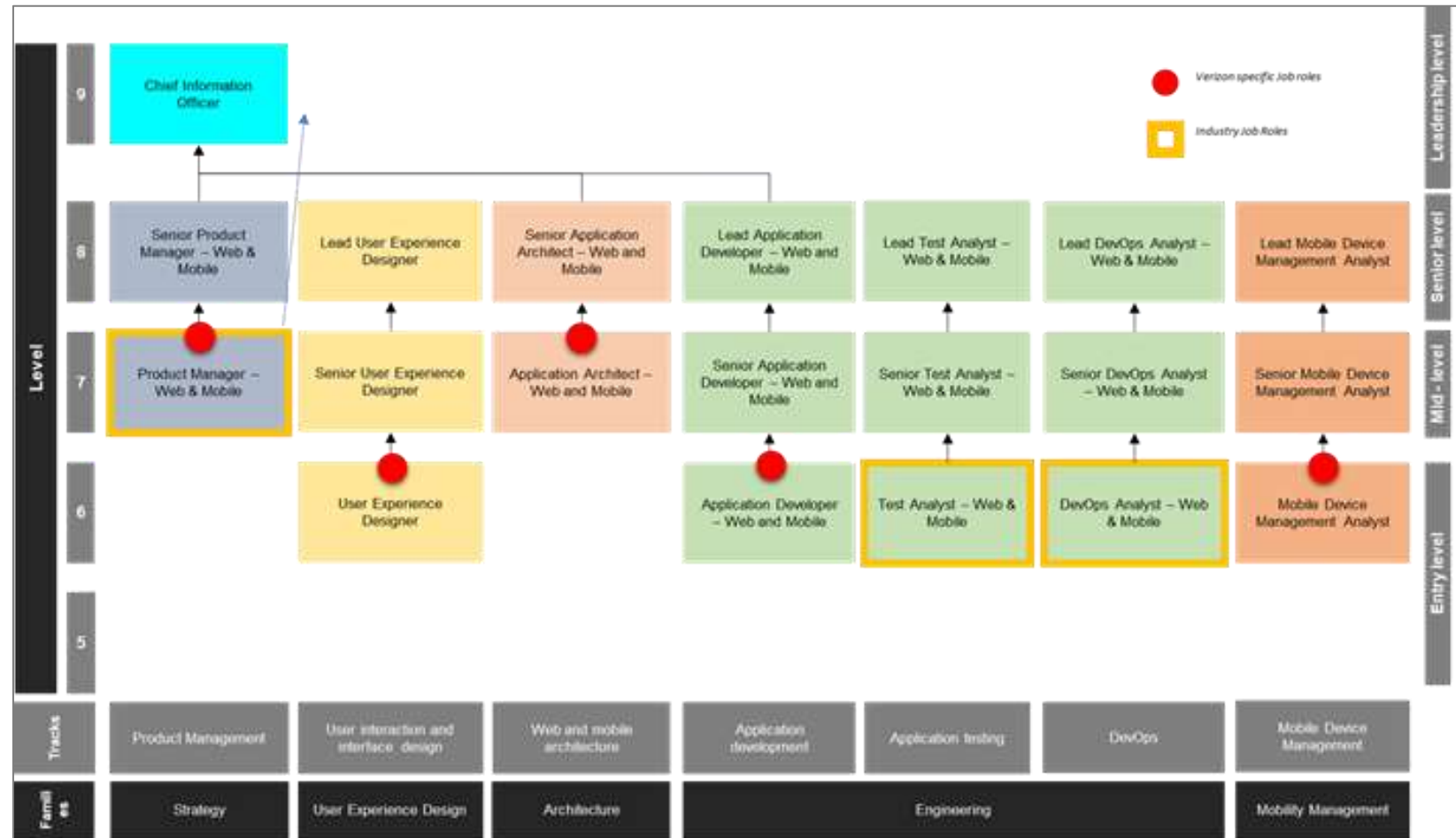
DETAILED OCCUPATION MAPS

Long Term Growth Strategy

Draup looks at Job Descriptions and creates occupational maps post analysis of Technical, Functional, Behavioral and Adjacent skills, that helps users to build long term growth plans for the organization. The occupational map runs across all occupations and provides users guidance on feasibility of Role transitions and long-term visibility on career progressions.

Recruitment Assistance

It also helps recruiters identify adjacent roles to hire in instances where the hiring difficulty for a role or a location is very high. Due to high skills or experience similarity, these adjacent candidates can be upskilled within a few months to perform the required tasks. Draup provides learning paths analysis as well to help identify the time it will take for each of the identified upskilling transitions, the recommended coursework from the preferred partners and other components)



The mapped parameters include visibility on Job Role Levels, Job Families, Seniority Levels, Career Tracks, obvious and non-obvious career progressions, as shown above

Peer Company Band Hierarchy Analysis : A detailed analysis of job roles, related experience bands and career progression trends across peer organisations



A Competitive Benchmarking of organisational hierarchies and broad structures followed by peer companies

Draup helps companies identify optimum strategies for structuring internal talent, generate organisational insights covering job roles being hired, job hierarchy, the usage of experience bands and career progression trends across peer organisations. This also helps in targeting relevant candidates in peer companies.

Companies	Peer Company Band Hierarchy Analysis – Business Unit 1												
	SVP	VP	Senior Director	Director	Senior Manager	Manager	Lead	Supervisor	Consultant	Specialist	Senior Analyst	Analyst	Admin
AT&T	✓	✓	✗	✓	✗	✓	✓	✗	✓	✗	✓	✓	✗
Telenor	✗	✓	✗	✓	✓	✓	✗	✓	✓	✗	✓	✓	✗
Amazon	✗	✓	✗	✓	✓	✓	✓	✗	✗	✓	✓	✓	✗
Microsoft	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✓	✓	✗
JP Morgan	✗	✓	✗	✓	✗	✓	✓	✗	✗	✗	✓	✓	✗
AIG	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓	✓	✗

Module 1: Draup leveraged text mining to analyze 100,000+ JDs to define key responsibilities, workloads and technical skills essential for high priority job roles

Job Roles	Job Description	Responsibilities (Workloads)	Technical Skills
Software Engineer	Software Engineers work in product development of software's or applications by applying the principles and techniques of software engineering and information analysis. They design, build, and develop computer systems and software from scratch. They make all software modifications, review codes, manage source codes and build processes	<ul style="list-style-type: none"> Design, development, delivery and support of large-scale, multi-tiered, distributed software applications and tools. Build custom user interfaces using a combination of React Native (JavaScript) and native iOS (Objective-C). Develop application programming interfaces (APIs) 	<ul style="list-style-type: none"> Algorithm design Java, C++, C, C#, Python, Perl, Shell Scripting, data structures, JavaScript, AJAX, Selenium, Appium, AngularJs, NodeJS,, jQuery
Python Developer	Python Developer write and test code, debug programs and integrate applications with third-party web services using the Python programming language. The responsibilities also include developing back-end components to improve responsiveness and overall performance of applications and integrating user-facing elements into applications	<ul style="list-style-type: none"> Integration of user-facing elements developed by front-end developers with server side logic Development of all server-side logic, ensuring high performance and responsiveness to requests from the front-end Responsible for integrating the front-end elements into the application 	<ul style="list-style-type: none"> Python web framework such as Django, Flask, etc Server-side templating languages such as jinja 2, Mako, etc Front-end technologies, such as JavaScript, HTML5
Web Application Engineer	Web Developer works on designing, coding and modifying website layouts, Website styling and webpage feature using standard practices. Web developers are usually responsible for both Server-Side Logic and Front-End Logic	<ul style="list-style-type: none"> Website and software application designing, building, or maintaining Developing or validating test routines and schedules to ensure that test cases mimic external interfaces and address all browser and device types Design and develop user interfaces to Internet/intranet applications by setting expectations and features priorities throughout development life cycle 	<ul style="list-style-type: none"> HTML, CSS, JavaScript, JQuery and API's Object-Oriented Design Web Services (REST/SOAP) Multimedia Content Development, API's
.NET Software Developer	.NET developers are responsible for building .NET applications using the framework developed Microsoft. The role involves creating, modifying, and testing the code, forms, and script written in .NET that allow computer applications to run	<ul style="list-style-type: none"> Develop, design, test, maintain and support custom mobile and web applications Build high-quality scalable and predictable web applications on the Microsoft technology stack and maintain internal and external facing web applications 	<ul style="list-style-type: none"> C#, Visual Basic .NET HTML5/CSS3 Architecture styles/APIs (REST, RPC) Agile methodologies

Note: The represented data is derived from DRAUP's Proprietary Talent Module, updated in April 2020

Note: Draup has analysed 100,000+ talent profiles across various job roles and job families to derive the job description, tech skills, and job responsibilities

Module 1: Draup leveraged text mining to analyze 100,000+ JDs to define key responsibilities, workloads and technical skills essential for high priority job roles

Job Roles	Job Description	Responsibilities (Workloads)	Technical Skills
UI/ UX Designer	UI/UX Designers are responsible for gathering user requirements, designing graphic elements and building navigation components. They are experts in creating both functional and appealing features for users.	<ul style="list-style-type: none"> Combine UX thinking with design execution, to produce usable and intuitive user interfaces Develop UI mockups and prototypes that clearly illustrate how sites function and look like Plan and conduct user research and competitor analysis Determine information architecture and create sitemaps 	<ul style="list-style-type: none"> HTML5, CSS3, and ES6 UX, UI, coding Photoshop Visual Design Wireframes
Technical Product Manager / Product Owner	Product Managers develop products by conducting market research, generating product requirements, determining specifications, production timetables, pricing, and time-integrated plans for product introduction. They incorporate feedback and input from customers, partners and in-house teams on product strategy and find ways to expand market reach of the product	<ul style="list-style-type: none"> Drive product prioritization and detailed product definition for Platform/Software features Drive delivery of your products and features Define and maintain a product roadmap with inputs from all stakeholders Provide effective written and verbal updates on the product roadmap and key projects to senior leadership and stakeholders 	<ul style="list-style-type: none"> Software engineering Technical management Product Strategy Analytics Product Design
LTE/5G Software Engineer	5G Software Engineer is responsible for tools development, software/firmware integration and test, build integration on large code bases, automation tool development	<ul style="list-style-type: none"> Develop & leverage strong expertise in software real time systems and cutting-edge cellular technologies that not only power the smart phones and computing markets but also the strong adjacent segments like automotive, healthcare & IoE 	<ul style="list-style-type: none"> C or C++ programming Python programming Basic real-time/ programming concepts Debugging with programming Software design
SW Integration Engineer	An integration engineer often plans, designs and implements the integration process. Debugging and troubleshooting of the code in case of issues and act as a technical contact for the customer as well as the software development team	<ul style="list-style-type: none"> Develop integration interface across JAVA, .NET, C++ and other platforms Define system specifications, input/output processes and hardware or software compatibility Code integration activities and perform branch integration Develop and automate change validation to tools before roll out and handle validation 	<ul style="list-style-type: none"> Microcontroller Embedded C/C++ Compilers Developer environment

Peer Company Tech Stack (1/2):



Advanced Analytics / BI / Big Data



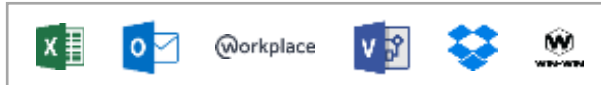
Cloud



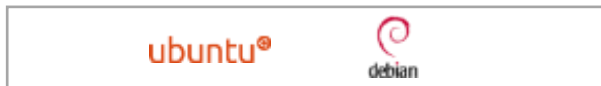
Cognitive Computing/ Artificial Intelligence/ Machine Learning



Productivity & Collaboration



Server OS



Security & Compliance



Design & Development



Communication



Databases



Human Capital Management (HCM)



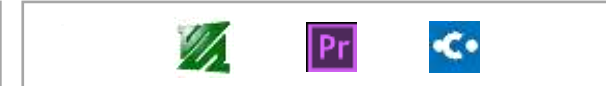
Project Management & Planning



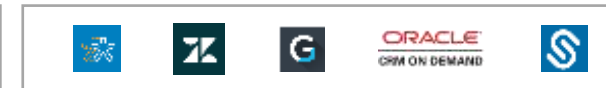
UI/ UX Designing



Content Management



Customer Management



Development Tools



Language



Operations Management



Virtualization



ERP



IT Service Management (ITSM)



Quality Assurance



Peer Company Tech Stack (2/2)

Digital Tech Stack- Lockheed Martin

Advanced Analytics / BI / Big Data



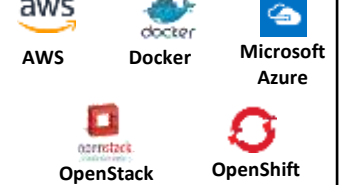
Language



Cognitive Computing/ AI/ ML



Cloud



Design & Development



Productivity & Collaboration



Customer Management



Finance & Accounting



Development Tools



Human Capital Management (HCM)



Databases



Operations Management



IT Service Management



Quality Assurance



UI/ UX Designing



Communication



Virtualization



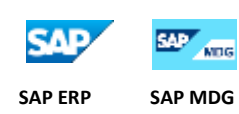
Content Management



Simulation



ERP



Project Management & Planning



Module1: Draup creates a customized taxonomy of Occupations, Job Families and Job Roles for the company post analysis of Job Descriptions



CUSTOM JOB ROLES TAXONOMY DEVELOPMENT

Analysis of Advertised Job Roles

Draup maps and analyzes all the Job Descriptions posted or advertised by the organization at multiple job portals over the past 36 months to build a custom taxonomy for internal company specific job roles. These are clustered around Occupation, Job families, and Job roles, as shown in the infographic

Internal Architecture Incorporation

Draup also incorporates data from existing internal architecture of job families and roles

Occupations Categorization

This is the highest level of job categorization based on broader functions of the role. This categorization is important as reskilling easier for candidates in roles falling within the same occupation as the target role

Job Families Customization

Each occupation consists of multiple job families

Job Roles Mapping

Job Roles can be moved from one family to another based on custom requirements

Occupation	Job Family	Roles
Electricals	3 Compensation and Benefits	Compensation & Benefits Business Partner
Energy & Utilities	1 Diversity & Inclusion	Compensation & Benefits Manager
Human Resources	1 Employee Onboarding	Compensation & Benefits Specialist
Law	6 Employee Relations	
Management	1 HR Advisors	
Manufacturing	1 HR Business Partner	
Marketing	3 HR Generalist	
Mechanical	2 HR Strategy	
Medical Devices	3 HRIS	
Operations	2 Learning & Development	
Pharmaceuticals		

The number of job roles currently categorised within the particular job family

Tagging the JDs across a set of criteria to model **Work From Home Index** is emerging as a critical priority among large organizations



WORK FROM HOME CAPABILITY DASHBOARD

Job Roles	People Competent	Systems	Compliance	Work From Home Capability Index
Digital Marketing Specialist	8.0	8.0	10.0	8.7
Business Analyst	8.0	8.0	9.0	8.3
Project Manager	4.0	10.0	10.0	8.0
Java Developer	7.0	7.0	8.0	7.3
Product Manager	4.0	8.0	9.0	7.0

1 = least optimal for work from home - 10 is the most optimal. A project manager may have more collaboration needs than a business analyst and as a result, scored lower on the people side from suitability to work from home

Draup uses company specific Job Descriptions to generate these data points. This is a custom index created for some of our clients. The values and rankings are likely to change depending on specific organization requirements. The 3 parameters identified above are the critical ones as identified by Draup. Other parameters can also be included as per company-specific requirements

SOURCE: Draup Platform's Reskilling Module

Deliverables: Draup can feed data into WorkDay systems in a variety of formats such as Excel, CSV, Text, XML, APIs etc. as per customer preference



Data attributes such as across categories such as hiring, financials, digital intentions, etc. can be imported into WorkDay in any format as desired by the IT team. Draup can provide data in a variety of formats such as Excel, CSV, Text, XML, APIs etc.

SAMPLE: Data on Job Postings

Draup has a repository of various data points pertaining to job postings such as Company name, date of job posting, job title, job description, core & soft-skills, business function, sub-verticals, etc in different formats such as:

- Excel
- API

Draup uses the following methods to share data with other clients in order of Client preferences:

- Consumption through the platform
- Email direct Delivery
- Common S3 bucket
- Pre-signed S3 URL
- Share point
- Push to Client FTP Location
- Blob Storage
- Dropbox/Box Account

SNAPSHOT 1: Data Attributes for Job Posting - Excel format (1/2)

account_name	job_post_date	normalised_job_title	normalised_skills	job_location	job_description
Amazon.com	21-01-2020 20:49	Technical Operations Manag	{Customer Experience,Te	Sydney, Australia	JOB ID: 1037381 AWS
Amazon.com	21-01-2020 09:36	Senior Java Developer for A	{Docker,SQL,Kafka,Spark	Ukraine	
Amazon.com	20-01-2020 04:48	Senior Network Engineer, Da	{System Design,Shell,OSF	Sydney, Australia	Senior Network Engin
Amazon.com					
Amazon.com					
Amazon.com					
Amazon.com					
Amazon.com					
Amazon.com					
Amazon.com					
Amazon.com					

job_description

Job ID: 1036196 | AmazonInfoSrvs(BJ)-Shanghai

DESCRIPTION

AWS Shanghai AI Lab (ASAIL) is starting a brand new, customer-facing program. The team is chartered to work closely with the Amazon ML Solutions Lab team in Amazon Internet Services Private Limited (AISPL) to help customers accelerate the use of machine learning to solve business and operational challenges and promote innovation in their organization. As a data scientist in the team, you are proficient in designing and developing advanced ML models to solve diverse challenges and opportunities. You will be working with terabytes of text, images, and other types of data to solve real-world problems. You'll design and run experiments, research new algorithms, and find new ways of optimizing risk, profitability, and customer experience.

Were looking for talented data scientists in ASAIL capable of applying classical ML algorithms as well as cutting-edge deep learning (DL) approaches to build new services that surprise and... delight our customers, and continuously monitor the trend of our customers to find new opportunities and to improve our services.

The primary responsibilities of this role are to:

Design, develop, and evaluate innovative ML/DL models to solve diverse challenges and opportunities across industries

Interact with GCR customer directly to understand their business problems, and help

SNAPSHOT 2: Data Attributes for Job Posting - Excel format (2/2)

account_name	subverticals	business_functions	core_skills	soft_skills	digital_products
Amazon.com	{Cloud Engineering,Distributed and Cloud Computin		{Customer Expe	{Leadership,Training	{AWS}
Amazon.com	{Artificial Intelligence & Software Engineering		{Docker,SQL,Ka	{Flexibility,Commun	{Java,Docker,Springf
Amazon.com	{UI/UX Design,Data Ce	IT	{System Design	{Verbal Communica	{Linux,AWS,Python,C
Amazon.com	{Artificial Intelligence & ER&D		{Simulation,Dat	{Leadership,Creativ	{Matlab,C,SQL,Pl
Amazon.com	{UI/UX Design,Full Stac	ER&D	{AJAX,Equity,C	{Team Orientation,	{Google Web Toolkit
Amazon.com	{Artificial Intelligence & Software Engineering		{Linux,Networkin	{Team Orientation,	{Linux}
Amazon.com	{Cloud Engineering,IT P	Advisory & Consulting	{RDS,IAM,Ident	{Training,Collabora	{AWS}
Amazon.com	{Cloud Engineering}	Advisory & Consulting	{Field Sales,IoT	{Work Effectively,S	{C,AWS}

SNAPSHOT 3: Data Attributes for Job Postings– API format

```
https://platform.draup.com/service/accounts/1/hiring/job-listings?all=true&filters={"locations":["global"],"start_date":["2018.10.06"],"end_date":["2019.10.08"],"job_title":["Software Engineer","AI Research Intern"]}&search_key=google&pagination={"limit":3, "offset":0}
```

Module 2: Draup performs an in-depth analysis employee profile to identify core skills, neighbourhood skills, previous employers, workload experience, etc



INTERNAL CANDIDATE 1

Candidate Details

Brief overview of the candidate's role, business unit, sub-vertical, etc.

Workload Experience

The platform interprets the roles and responsibilities of the employee in their current role based on data from public employee's public profiles, resumes as well as the company's internal resources

Core Skills

While analysing a candidate, the platform provides the list of technical skillset acquired by the employee that is relevant to his/her current job role.

Neighbouring Skills

The platform also categorizes the list of technical skillset acquired by the employee that are not directly relevant to his/her current job role but can be leveraged for transitioning to other high demand job roles. The skills are also categorized on the basis of level of difficulty of acquiring them

The screenshot displays a candidate profile for Arron Green. The profile is divided into several sections:

- Candidate Details:** Shows the candidate's name (Arron Green), ID (42260), and role (Data Engineer). It also lists sub-verticals (Big Data Engineering), business units (WeWork), and business functions (Software Engineering).
- Workload Experience:** Contains a note about machine-written and machine-interpreted workload data. Below the note is a list of responsibilities, such as building data pipelines, designing data models, and partnering with architects.
- Core Skills:** Lists skills like Java, Spark, Flink, Hive, Scala, Oozie, Sqoop, Bash, JavaScript, and Kafka.
- Neighbouring Skills:** A section showing skills that are not directly relevant to the current role but can be leveraged for transitioning to other high-demand job roles. The skills listed are Impala, HBase, MapReduce, Flink, HDFS, NiFi, Presto, MongoDB, PostgreSQL, and NoSQL. A skill level indicator shows a gradient from Easy to Difficult.

The visuals presented above contains dummy data in order to maintain the sensitivity and confidentiality of the actual professional data

SOURCE: Draup Platform's Reskilling Module

Module2: Individual Candidate Analysis : The Reskilling Module analyses skills and competencies at individual-level and matches them with the target requirement in order to identify the best-fit reskilling candidates



INTERNAL CANDIDATE 2

Candidate Details

Brief overview of the candidate's role, experience, the reskilling benefit

Candidate's Current Skillset Mapping

The platform makes use of the data available in the employee's public profiles, resumes as well as the company's internal resources to map and highlight details around all hard and soft skills in the candidate's portfolio. Draup database currently holds over 1,000 technical and non-technical skills

Skills Gap Identification

The platform matches and identifies the difference between the hard and soft skills portfolio of the candidate and the skill requirements of the target role

Skills Verification

While analysing a candidate, the platform also provides for validation of the identified skillset by each employee. Validating the skillset ensures that reskilling plans generated for employees are appropriate and useful

The screenshot displays the 'INTERNAL CANDIDATE 2' profile for Bill Killam, a Project Manager in the Sales business function. Key metrics include 2 years of experience in the current role and 3 years of total experience. The target role is Scrum Master, with a cost benefit of -\$14,000 (Strongly Positive) and a 10-week time to bridge the skills gap. The current skillset includes Agile Project Management, Scrum, Enterprise Resource Planning, PHP, and SQL. The skills gap identified includes Agile, JIRA, Process Improvement, Backlog Management, Quality Management, Release Management, Performance Management, and Data Visualization. The 'About you' section shows the candidate's name, role, business function, and location. The 'Check all the skills you possess' section lists skills with checkboxes, including agile project management, scrum, enterprise resource planning, agile, jira, php, project management, and sql. A 'Did we miss anything?' section allows for adding missing skills, with 'Sales Marketing, Sales Operations, Market Analysis' entered as an example.

NOTE : Skillsets can only be validated by the employees themselves. They can add, substitute and remove any skill from the showcased portfolio as well as confirm correctly identified skills. The platform has made several UI provisions for enhanced usability such as the user can add all missing skills in one go using a comma separated string. The platform searches and matches the entered skill name to the skills available in its database

The visuals presented above contains dummy data in order to maintain the sensitivity and confidentiality of the actual professional data

SOURCE: Draup Platform's Reskilling Module

DATA ENGINEER

Candidate Details

Brief overview of the candidate's role, experience, the reskilling benefit

Candidate's Current Skillset Mapping

The platform requires employees' skillset as an input which the user may select and add manually. The platform will also have the capability to extract skillsets from uploaded resumes.

View and compare fit across job postings

The platform matches the candidate to suitable internal opportunities based on organization's recent job postings and candidates' skillset

Skills Gap Identification

The platform compute and highlight skill gap (if any) between candidates' skillset and job posting requirements. It will also indicate time estimates needed to bridge the identified skill gap.

The screenshot displays the Draup platform interface. At the top, there are two main sections: 'Analyze My Skills' and 'Analyze My Team'. Below these, a dropdown menu shows 'Title of the Team Member' set to 'Technical Project Manager'. A blue box highlights a 'Skills' section with various skill tags like 'Technical Project Management', 'Team', 'Change Management', 'Project Delivery', 'Software Development Life Cycle', 'Microsoft Office', 'Networking', and 'Team Leadership'. Below this, there's a 'View and compare fit across job postings' section with a dropdown for 'Select Title' set to 'Technical Project Manager'. A blue box highlights a job listing for 'Scrum Master' with details like location and date. To the right, a 'Skills Gap Identification' section shows a 'Time required to bridge the skills gap: 3 - 4 Months' and lists 'Core Skills Gap' (XP, Kanban, Crystal, FED, Rally, AtDD, VersionOne) and 'Soft Skills Gap' (Situational Awareness, High Transparency). The interface also includes a navigation bar at the bottom with options like 'draup', 'Talent', 'My Account', 'Universe', 'Rolodex', 'Academia', 'Braindesk', 'Ecosystem', 'Reskill Navigator', and 'Reskill Opportunities'.

The visuals presented above contains dummy data in order to maintain the sensitivity and confidentiality of the actual professional data

SOURCE: Draup Platform's Reskilling Module

PROJECT MANAGER

Candidate Details

Brief overview of the candidate's role, experience, the reskilling benefit

Candidate's Current Skillset Mapping

The platform requires employees' skillset as an input which the user may select and add manually. The platform will also have the capability to extract skillsets from uploaded resumes.

View and compare fit across job postings

The platform matches the candidate to suitable internal opportunities based on organization's recent job postings and candidates' skillset

Skills Gap Identification

The platform compute and highlight skill gap (if any) between candidates' skillset and job posting requirements. It will also indicate time estimates needed to bridge the identified skill gap.

The screenshot displays the 'Analyze My Skills' interface. At the top, there are two tabs: 'Analyze My Skills' (selected) and 'Analyze My Team'. The 'Analyze My Skills' section shows a dropdown for 'Title of the Team Member' set to 'Technical Project Manager'. Below this, a 'Skills' section contains several skill tags: 'Technical Project Management', 'Team', 'Change Management', 'Project Delivery', 'Software Development Life Cycle', 'Microsoft Office', 'Networking', and 'Team Leadership'. A blue box highlights this skills section. Below the skills, there is an 'Upload Resume' button. The bottom navigation bar includes 'draup', 'Talent', 'My Account', 'Universe', 'Rolodex', 'Academia', 'Braindesk', 'Ecosystem', 'Reskill Navigator', 'Reskill Opportunities', and a user profile 'Hi Thomas'. The lower part of the screenshot shows the 'Analyze My Roles' section with a 'Select Title' dropdown set to 'Technical Project Manager'. Below this, it states 'We found five matching internal jobs'. The first job listed is 'Scrum Master' in Providence, Rhode Island Area, United States, dated 20 Jan 2020. It lists 'Required Core Skills' (Jira, Kanban, Scrum, Product Owner, Rally, P14, VersionOne) and 'Required Soft Skills' (Mentoring, Communication, Leadership, Planning, Conflict Resolution, Adaptability, Analytical, Empowerment, Reasoning, Collaboration). A blue box highlights the job listing. To the right, a 'Skills Gap Identification' panel shows 'Time required to bridge the skills gap: 3 - 4 Months'. It lists 'Core Skills Gap' (XP, Kanban, Crystal, FED, Rally, ATDD, VersionOne) and 'Soft Skills Gap' (Situational Awareness, High Transparency). Buttons for 'Refer' and 'Apply' are visible for each job listing.

The visuals presented above contains dummy data in order to maintain the sensitivity and confidentiality of the actual professional data

SOURCE: Draup Platform's Reskilling Module

RESKILL SIMULATOR

A customizable platform that allows user to select and modify inputs, and gives insights into internal workforce reskilling and key role transitions based on Draup's data intelligence

Roles Selection for Transition

Start Roles and End Roles for transition can be selected from a curated list of roles

Set your preferences

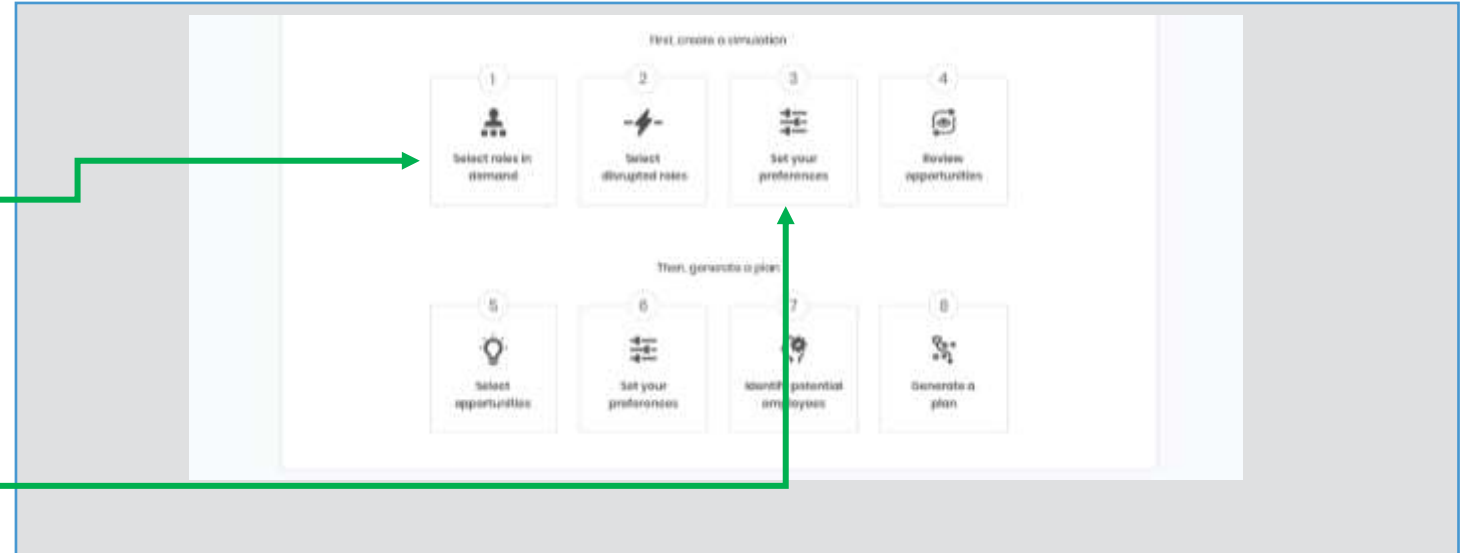
User has the flexibility to assign weightages to the different RPI parameters that Draup takes into consideration for calculating RPI. Draup also provides a recommended weightage selection

Adjust Boundary Conditions

To refine the reskilling plan, additional boundary condition, user can input values for parameters such as time to reskill, cost benefit and allowed level changes

Review Results and Generate Reskilling Plan

Reskilling plan is generated based on the above inputs which the user can review and save in excel



Set acceptable time range to bridge skills gap
Select the ideal duration in months based on the hours spent in learning ecosystem

Months: 1 2 3 4 5 6 7 8 9 10 11 12
No of learning for priority: 3

Set minimum acceptable cost benefit level
 Strongly Positive Positive Doesn't Matter

Learn more about the cost benefit model and customize it to your needs [View Model](#)

Set maximum acceptable alternative change
5 Enter custom input

opportunities for creating a reskilling plan

Skill	Current Level	Target Level	Reskilling Path	Estimated Time
...
...
...
...

Draup's Proprietary Reskilling Propensity Index Model evaluates which roles can transition into high demand and medium demand priorities



Y Axis DEPARTURE ROLE	X Axis DESTINATION ROLE	Project Manager	Business Analyst	Operations Manager	Business Development Manager	Sales Manager	Product Manager	Marketing Manager	Account Manager	Software Development Engineer	Applications Developer/Engineer	Data Analyst	Human Resources Manager	Account Executive	Communications Manager	Supply Chain Manager	Quality Manager	Financial Analyst	Production Manager	Business Development Executive	System Engineer	IT Project Manager	Quality Assurance Manager	Planning Analyst	Customer Service Manager	Product Specialist	Project Coordinator	Finance Manager	Systems Administrator	Procurement Manager	Administrative Assistant
Administrative Assistant		0.81	0.80	0.82	0.74	0.79	0.67	0.76	0.83	0.68	0.68	0.80	0.81	0.83	0.70	0.69	0.67	0.81	0.77	0.77	0.65	0.51	0.60	0.81	0.83	0.74	0.87	0.70	0.79	0.59	
Account Manager		0.83	0.82	0.86	0.88	0.84	0.80	0.82		0.69	0.71	0.73	0.80	0.81	0.81	0.78	0.72	0.78	0.80	0.84	0.73	0.72	0.68	0.76	0.80	0.82	0.77	0.78	0.70	0.72	0.70
Operations Manager		0.86	0.85		0.86	0.84	0.78	0.78	0.76	0.72	0.72	0.71	0.84	0.77	0.74	0.88	0.85	0.78	0.85	0.74	0.75	0.74	0.81	0.73	0.72	0.73	0.68	0.80	0.75	0.80	0.66
Customer Service Manager		0.83	0.82	0.87	0.83	0.81	0.78	0.80	0.87	0.69	0.69	0.71	0.84	0.82	0.75	0.82	0.82	0.77	0.85	0.77	0.69	0.68	0.77	0.80		0.78	0.82	0.71	0.74	0.70	0.77
Process Analyst		0.86	0.90	0.86	0.79	0.75	0.80	0.68	0.77	0.77	0.78	0.86	0.70	0.77	0.58	0.77	0.80	0.86	0.74	0.75	0.79	0.80	0.73	0.85	0.68	0.85	0.76	0.75	0.76	0.65	0.66
Customer Service Specialist		0.80	0.81	0.81	0.77	0.80	0.73	0.74	0.85	0.71	0.71	0.78	0.71	0.83	0.56	0.70	0.62	0.76	0.68	0.81	0.69	0.53	0.57	0.80	0.87	0.81	0.83	0.60	0.78	0.43	0.86
Business Analyst		0.87		0.80	0.85	0.82	0.83	0.81	0.72	0.80	0.80	0.75	0.79	0.69	0.71	0.85	0.74	0.76	0.67	0.68	0.81	0.84	0.80	0.74	0.63	0.76	0.69	0.84	0.76	0.69	0.62
Data Analyst		0.83	0.87	0.82	0.78	0.78	0.79	0.78	0.76	0.80	0.80		0.65	0.81	0.57	0.67	0.63	0.87	0.71	0.77	0.81	0.73	0.65	0.80	0.61	0.88	0.73	0.71	0.81	0.52	0.68
Project Coordinator		0.85	0.84	0.84	0.81	0.79	0.78	0.79	0.86	0.75	0.74	0.79	0.80	0.82	0.78	0.76	0.77	0.82	0.84	0.79	0.74	0.80	0.67	0.84	0.83	0.79		0.71	0.76	0.72	0.79
Talent Acquisition Specialist		0.80	0.80	0.82	0.83	0.82	0.71	0.77	0.86	0.69	0.71	0.76	0.84	0.85	0.69	0.68	0.64	0.77	0.73	0.85	0.64	0.59	0.43	0.77	0.80	0.73	0.81	0.71	0.65	0.60	0.75
Marketing Associate		0.83	0.82	0.83	0.84	0.84	0.80	0.84	0.86	0.71	0.70	0.78	0.75	0.87	0.83	0.70	0.65	0.78	0.77	0.87	0.72	0.57	0.59	0.75	0.78	0.82	0.80	0.69	0.72	0.69	0.76
Market Research Analyst		0.82	0.85	0.82	0.82	0.81	0.79	0.81	0.81	0.76	0.75	0.88	0.72	0.86	0.75	0.62	0.62	0.87	0.70	0.85	0.77	0.58	0.53	0.82	0.65	0.82	0.75	0.72	0.70	0.46	0.71
Account Executive		0.83	0.81	0.85	0.88	0.87	0.79	0.82	0.83	0.69	0.70	0.79	0.75		0.81	0.74	0.65	0.83	0.81	0.87	0.69	0.58	0.60	0.80	0.73	0.83	0.74	0.77	0.69	0.60	0.69
Planning Analyst		0.85	0.88	0.85	0.78	0.79	0.78	0.78	0.78	0.70	0.70	0.81	0.69	0.81	0.65	0.88	0.76	0.85	0.86	0.68	0.68	0.61	0.63		0.74	0.76	0.77	0.74	0.70	0.77	0.70
Business Development Executive		0.82	0.84	0.85	0.88	0.87	0.78	0.81	0.83	0.73	0.73	0.81	0.79	0.88	0.74	0.73	0.58	0.81	0.75		0.74	0.67	0.57	0.73	0.72	0.82	0.74	0.70	0.73	0.69	0.67
Pricing Analyst		0.84	0.86	0.86	0.81	0.77	0.80	0.78	0.85	0.65	0.64	0.84	0.65	0.82	0.53	0.73	0.44	0.85	0.50	0.71	0.50	0.40	0.32	0.85	0.75	0.85	0.71	0.77	0.59	0.49	0.69
Accounting Analyst		0.80	0.83	0.81	0.64	0.74	0.60	0.70	0.85	0.65	0.64	0.81	0.75	0.82	0.39	0.67	0.46	0.86	0.63	0.62	0.58	0.43	0.43	0.81	0.77	0.72	0.82	0.81	0.54	0.40	0.80
Event Manager		0.83	0.78	0.85	0.83	0.81	0.76	0.84	0.87	0.70	0.71	0.70	0.79	0.82	0.84	0.75	0.65	0.73	0.83	0.79	0.65	0.60	0.60	0.72	0.75	0.75	0.79	0.67	0.65	0.60	0.72
Administrative Manager		0.83	0.82	0.88	0.81	0.82	0.72	0.79	0.79	0.67	0.68	0.74	0.86	0.82	0.72	0.82	0.77	0.84	0.82	0.78	0.62	0.63	0.71	0.79	0.77	0.66	0.76	0.81	0.72	0.78	0.72
Human Resources Specialist		0.81	0.83	0.82	0.77	0.78	0.73	0.76	0.83	0.65	0.65	0.80	0.89	0.82	0.68	0.67	0.57	0.82	0.67	0.76	0.51	0.62	0.38	0.79	0.78	0.69	0.77	0.61	0.67	0.55	0.74

This dashboard can be updated on a weekly, monthly and quarterly basis to real-time model the needs. We also capture and remove any outliers which may influence the macro point of view. The parameters include labor market trends, skill overlap, average experience level gaps, availability of digital courses for transition and others.

Reskilling Propensity Dashboard: Draup analyses 5+ factors and creates custom Reskill Propensity Index Dashboards for all possible Job roles critical for any company



Roles leading to SCRUM MASTER

Draup's ML model provides a reskilling propensity index based on the skill and role inputs provided by the user.

Reskilling Propensity Index

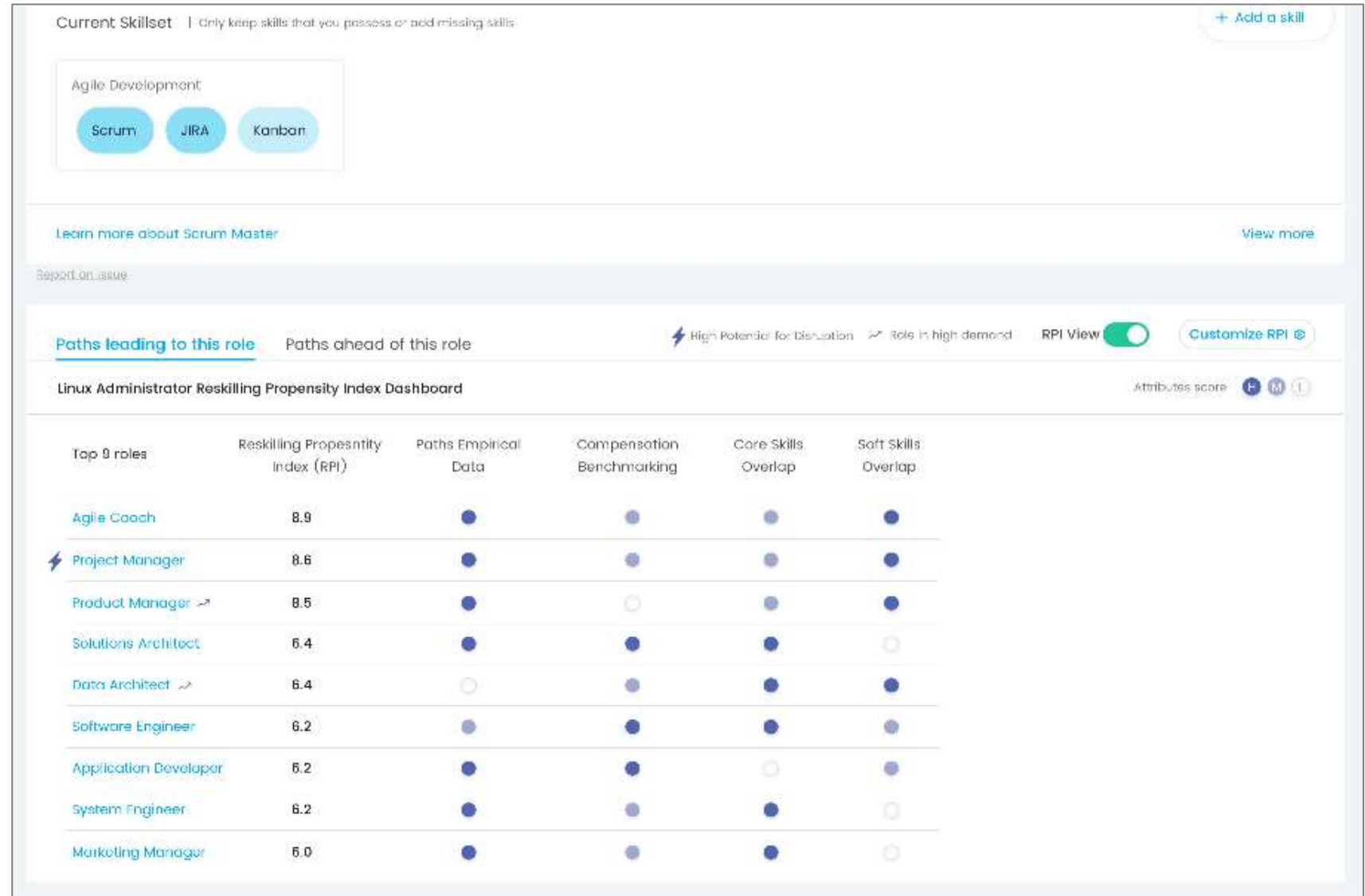
Users can select a set of skills which the Draup platform takes as input. An option to understand the role in detail is added for a through analysis.

The platform enables analysis of key parameters such as **Paths Empirical Data, Compensation Benchmarking, Core and Soft skill overlap** to calculate reskilling propensity. Each job role is scored under each of the above-mentioned parameters.

Customization of Dashboard

A customised reskilling dashboard facilitates prioritizing of reskilling to target roles. The user has option to explore reskilling paths ahead of the target role.

The platform highlights roles that are at **the risk of disruption** and roles that are in **high demand** to enable user to handpick internal roles for reskilling



Draup uses company specific Job Descriptions to generate these data points. This is a custom index created for some of our clients. The values and rankings are likely to change depending on specific organization requirements. The parameters identified above are the critical ones as identified by Draup. Other parameters can also be included as per company-specific requirements

SOURCE: Draup Platform's Reskilling Module

RPI Customization: Reskill Propensity Index customization to generate targeted reskilling recommendations; user preferences are local to the scenario

RPI Customization:

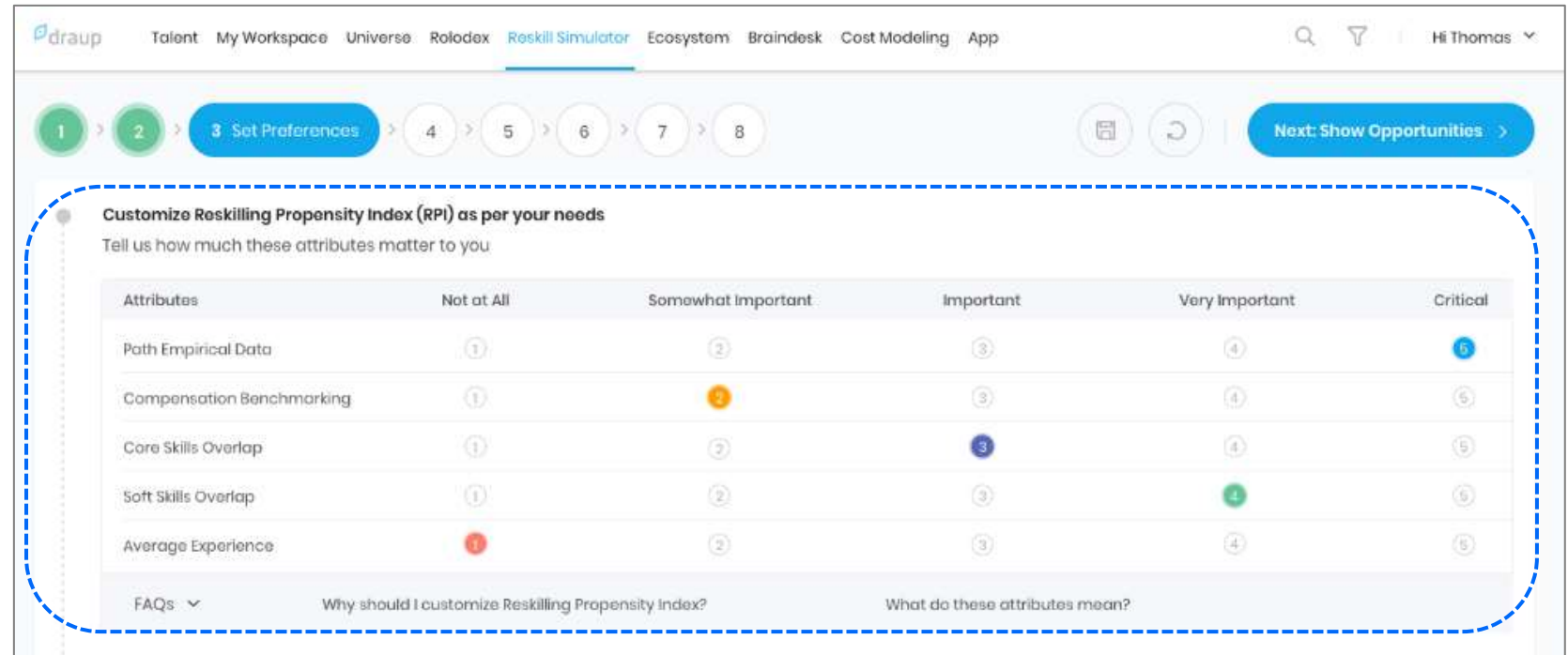
Draup takes inputs on reskilling attributes from the platform user to understand their reskilling priority. These inputs are utilized to create a customized reskilling plan

RPI Attributes

Draup analyses different attributes to understand the feasibility of reskilling. These parameters include-

- Path Empirical Data
- Compensation Benchmarking
- Core Skill Overlap
- Soft Skill Overlap
- Average Experience

Draup provides a default view based on its market intelligence. User has the flexibility to change the scores as per their preference. These preferences are local to the scenario in question, and do not impact the preferences for other existing scenarios.



Customize Reskilling Propensity Index (RPI) as per your needs
Tell us how much these attributes matter to you

Attributes	Not at All	Somewhat Important	Important	Very Important	Critical
Path Empirical Data	1	2	3	4	5
Compensation Benchmarking	1	2	3	4	5
Core Skills Overlap	1	2	3	4	5
Soft Skills Overlap	1	2	3	4	5
Average Experience	1	2	3	4	5

FAQs ▾ Why should I customize Reskilling Propensity Index? What do these attributes mean?

For each High Demand Role, Draup suggests the most optimum starting role and also estimates the reskilling time



Top Reskilling Transition Analysis for any Identified High-Demand End Role

RESKILLING ANALYSIS

Transition Identification

Top transitions are identified based on top emerging roles as end role. For these end roles, starting roles with high RPI values are shortlisted.

Reskilling Time

Since we have considered top RPI values (refer next slide) for each end role, in certain cases, the start role and end role have a significant amount of overlap, leading to a low reskilling time.

Learning Path and Courses

Based on the skill gap identified in the skill library sheet, courses and certifications from top e-learning platforms are identified. Reskill time is calculated based on the completion time of these courses in the right learning order

S.No.	Start Role	End Role	Reskilling Time (in hours)
1	Systems Administrator	System Engineer	35
2	Project Manager	Technical Program Manager	38
3	Network Support Engineer	Network Operations Engineer	51
4	IT Project Manager	Technical Program Manager	52
5	Network Analyst	Network Engineer	61
6	IT Support Specialist	Network Analyst	63
7	Application Engineer	Software Development Engineer	66
8	Content Editor	Content Management Specialist	68
9	Business Intelligence Manager	Data Architect	73
10	Planning Analyst	Process Analyst	73
11	Network Design Engineer	Network Architect	79
12	Systems Analyst	Network Analyst	83
13	Graphic Designer	Web Developer	83
14	Visual Designer	UX Designer	85
15	Technical Program Manager	Software Development Manager	88
16	System Architect	Applications Developer/Engineer	92
17	Project Manager	Product Manager	92
18	System Engineer	Application Engineer	95
19	Pricing Analyst	Pricing Manager	96
20	Software Development Engineer	Data Scientist	108
21	Data Analyst	Data Scientist	114
22	System Architect	Data Architect	127
23	Marketing Analyst	Advertising/Promotions Manager	136
24	Web Developer	Software Development Engineer	139
25	Application Engineer	Product Manager	155

In this analysis, reskilling from a digital role to a non-digital role and visa versa, is not considered.

This view is subject to changes in availability of public data

Learning Path and Cognitive Outputs : For any given transition, Draup creates a custom learning path covering skill sequencing and courses to undertake



Custom Learning Path, Course Recommendations and Cognitive Outputs

Learning Path Creation

The platform divides the complete skill gap into skill clusters and creates a custom sequence of skill acquisition based on parameters such as **the current skillset, the difficulty of new skill acquisition as well as skill prerequisites**. Duration of each skill acquisition course is provided to give a micro reskilling view

The user has the flexibility to hand-pick courses and certifications from the list. User can select courses or certifications or both for reskilling. Platform also provides a list of top recommended courses based on the course reviews, course duration and course enrolment data

Cognitive Outputs

The platform also provides an ideal list of practical tasks that the candidate can undergo after completion of each set of courses (there may be multiple courses for each skill cluster)

The screenshot displays a custom learning path on the Draup platform. At the top, it shows the transition from 'Applications Developer/Engineer' (AD) to 'Data Scientist' (DS). Below this, a 'Gap Analysis' section indicates the time required to bridge the gap: 52-53 weeks (525 hrs with 2 hrs/day). The path is divided into four skill clusters: 'Programming Languages and Algorithms' (93 hrs), 'Machine Learning & Data Science' (205 hrs), 'Data Engineering And Analytics' (85 hrs), and 'Statistical Modelling' (80 hrs). Each cluster contains specific skills like Python, Scala, GoLang, R, Random Forest, Support Vector Machines, Clustering, Weka, Scikit, Machine Learning, SAS, Data Analytics, Data Mining, Pig, Hadoop, Spark, Regression, and Statistical Modeling. Below the path, there are course recommendations for each cluster, such as 'Python and Statistics for Financial Analysis', 'Learning Path: Go: The Complete Developer's Guide to GoLang', and 'Learning Path: Scala: Scala Programmer - Beginner to Expert!'. A 'Cognitive Output' section lists practical tasks like building custom packages, building microservices, and seeing how functional programming changes Scala code.

Learning Plan Development: Draup generates a detailed learning plan based on the selected profile and the skills gap identified for the transition



LEARNING PLAN FOR CANDIDATE 1

Individualized Learning Plans

Recommended Learning plans are personalized for each employee and contain detailed timelines to acquire each skill. Users can select the start and end dates for the plan and study the day-by-day progress of the plan

Course Provider Preferences

Complete Timeline Visibility

Use Gantt Charts for complete timeline visibility and the ability to add start dates for each course in the plan

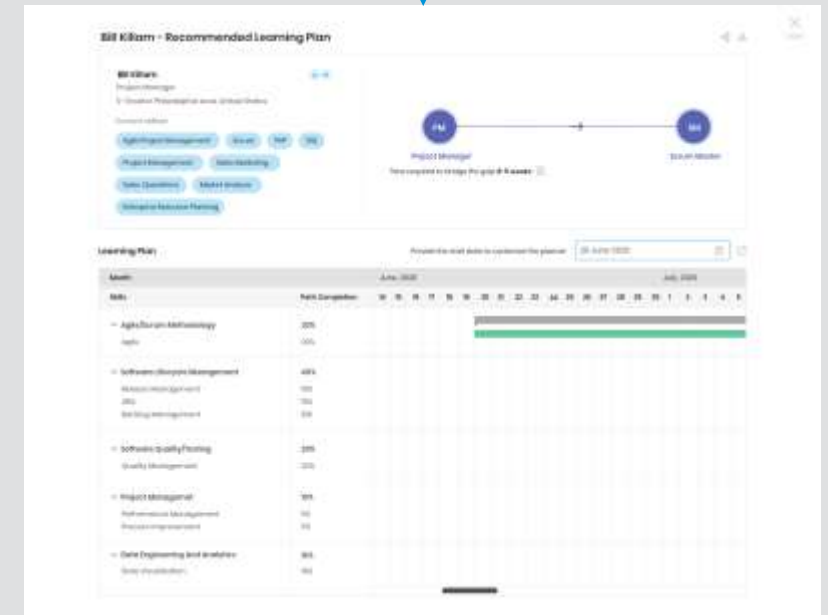
Real-time Progress Tracking

Download the complete plan

Share with internal stakeholders

Learning Behavior Insights

The platform also provides information and insights around the skill acquisition frequency, the time taken to learn and the progress of individual candidates as well as skills



Internal Employees Identification: Draup automatically recommends a list of internal employees most relevant for the said reskilling transition based on user input



After finalizing the reskilling plan, Draup publishes a list of employees that are recommended for reskilling. At this point, user has the flexibility to set preferences on the kind of employees they want to reskill.

Draup analyzes the following parameters-

- Employee Relocation
- Employee Experience range in current role
- Employee Experience range in organization
- Employee performance rating
- Diversity balance Optimization

Employee Recommendations

Based on above inputs, Draup will publish a list of employees that can be reskilled or upskilled according to the reskill plan

Cost Benefit Analysis

Draup's proprietary model generates a cost benefit analysis which analyses parameters such as reskill duration, reskill cost, productivity change, hiring cost, attrition & work disruption cost and compensation trends. After reviewing the plan, user can modify the inputs to understand different scenarios.

Input : Profiles Filtration Criteria

Set preferences to identify employees for reskilling & upskilling initiative

- Is employee location movement allowed? Yes No
- Experience range of employees in the current role: to years
- Experience range of employees in the organization: to years
- Employee latest performance rating should be above:
- Options for diversity balance: Yes No
- Add required headcount for target roles:

Target Role	Count
Management - Senior Officer	<input type="text"/>
Software Engineer	<input type="text"/>
Business Development	<input type="text"/>
Product Manager	<input type="text"/>

Output : Recommended List of Profiles

15 recommended employees for reskilling & upskilling

Name	Role	Business Function	Experience in current role	Total experience
Bill Kilmer	Project Manager	Sales	2 years	3 years
Gwyneth D Silva	Business Analyst	Advisory & Consulting	10 years	4 years
Glen De Vos	Quality Assurance Engineer	Product & Consulting	8 months	3 years
John Anderson	Project Manager	Sales	2 years	3 years

Neighborhood Roles Identification: Companies can identify relevant neighborhood roles for any given role based on the skill overlap



INPUT JOB TITLE

MATCHING CANDIDATES

Model Output: Matched Job Postings
Based on organization's recent job postings and candidates' skillset, Draup AI model matches the candidate to suitable internal opportunities.

View and compare fit across job postings

Job posting details such as job location and skill requirements will be displayed for assessment.

Time to bridge Skill Gap

Draup AI Model will compute and highlight skill gap (if any) between candidates' skillset and job posting requirements. It will also indicate time estimates needed to bridge the identified skill gap.

Job Application simplified

Provision to link the organizations' internal career website to Draup AI model, which will enable the user to apply (if exploring opportunities for oneself) or refer a candidate for the suggested job openings.

Skills Move Balance Sheet: Draup will generate a digital tech stack balance sheet to understand talent responsibilities post reskilling simulation



Skills Move Balance Sheet: Post running the simulation, Draup will aid Citizens Bank understand the impact of reskilling initiatives on its digital tech stack, skills, digital sub verticals and digital initiatives.

This impact is highlighted in terms of the following-

- Digital Tech Stack Enabling- New tools and technologies that the reskilled workforce will be able to use
- New Skills Acquisition- Skill acquired by the reskilled workforce that they can leverage in their new role
- Sub verticals where reskilled workforce will be able to contribute
- Organisation's digital initiatives that the reskilled workforce will be able to support

Draup will also provide a Digital Readiness Score for every reskilling/upskilling transition

Skills Move Balance Sheet
Assess the impact of the reskilling plan on Digital Transformation journey

Expected Digital Readiness Score: 7.6 / 10

Digital Tech Stack that reskilled workforce will be able to use

- Java, Docker, Amazon AWS, Pivotal Springboot, GraphQL, SQL, AWS, C#, Python, Microsoft Azure, XML, Apache Hadoop, Atlassian Confluence, Jenkins, Javascript, + 30 More

New skills that reskilled workforce will possess

- Java, Amazon Web Service, Linux, Javascript, Python, Microsoft Azure, React, Data Structures, Jenkins, JIRA, Angular, SQL, Pig, Big Data, Scala, CI/CD, Hive, Database, Databse, + 22 More

Sub verticals where reskilled workforce will be able to contribute

- Server, Network, Desktop Management, Business Intelligence, Artificial Intelligence & Data Science, UI/UX Design, Application Development & Maintenance, Distributed and Cloud Computing

New Digital Initiative that reskilled workforce can support

- Intelligent Financial Product Recommendation**
A set of software algorithms providing personalized suggestions that fits best into the client's current portfolio in terms of utility (portfolio optimization) and affinity (AI-based recommender system).
- Customer Churn Prediction**
Detecting customers who are likely to cancel a subscription, product, or service
- Banking Client Onboarding Automation**
Client onboarding automation in banking and financial institution refers to automation of activities such as evaluating new clients, setting up credit process compliance, ensuring agreement on legal terms, opening of a new account and making the client trading enabled in line with the bank's business policy as well as industry regulations.

With severe skill gaps engulfing the global talent market, organisations are investing millions of dollars to create multi-year reskilling programs for their internal workforce



Understanding of relevant Business Domains	Relevant Soft and Functional Skills
Culture Fit	Knowledge of Company Proprietary Systems

A well performing in-house employee who has been working within a business unit of an organization has often acquired several critical skills such as the ones showcased in *Figure A*. These skills are typically difficult to acquire for new hires and can make up for a lot of unproductive time in such cases

Internal employees provide very valuable pool of reskillable candidates within the organization

Figure A.

Reskilling an existing employee is estimated to be 22% cheaper than hiring a new employee

$$\text{Cost comparison between hiring and reskilling} = \frac{(\text{Cost of Hiring} - \text{Cost of Reskilling})}{(\text{Cost of Hiring})} = 22\%^1$$

Where,
 Cost of Hiring = (Salary Cost of Hiring) + (Productivity Cost of Hiring) + (Hiring Operational Costs)
 Cost of Reskilling = (Salary Cost of Reskilling) + (Productivity Cost of Reskilling) + (Training Operational Costs)

An Infrastructure for Continuous Learning

Users can now continue their learning on-the-go and can stay updated with latest course materials & course timelines in real-time.

Modern platforms bring together a variety of course options, real-time concept application, digital toolkits and 24x7 feedback offerings

Emergence of numerous programming libraries and tools have reduced the average learning duration for technical skills

¹Draup Whitepaper titled “The ROI Imperative of Reskilling in Digital Transformation of Global Enterprises”



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