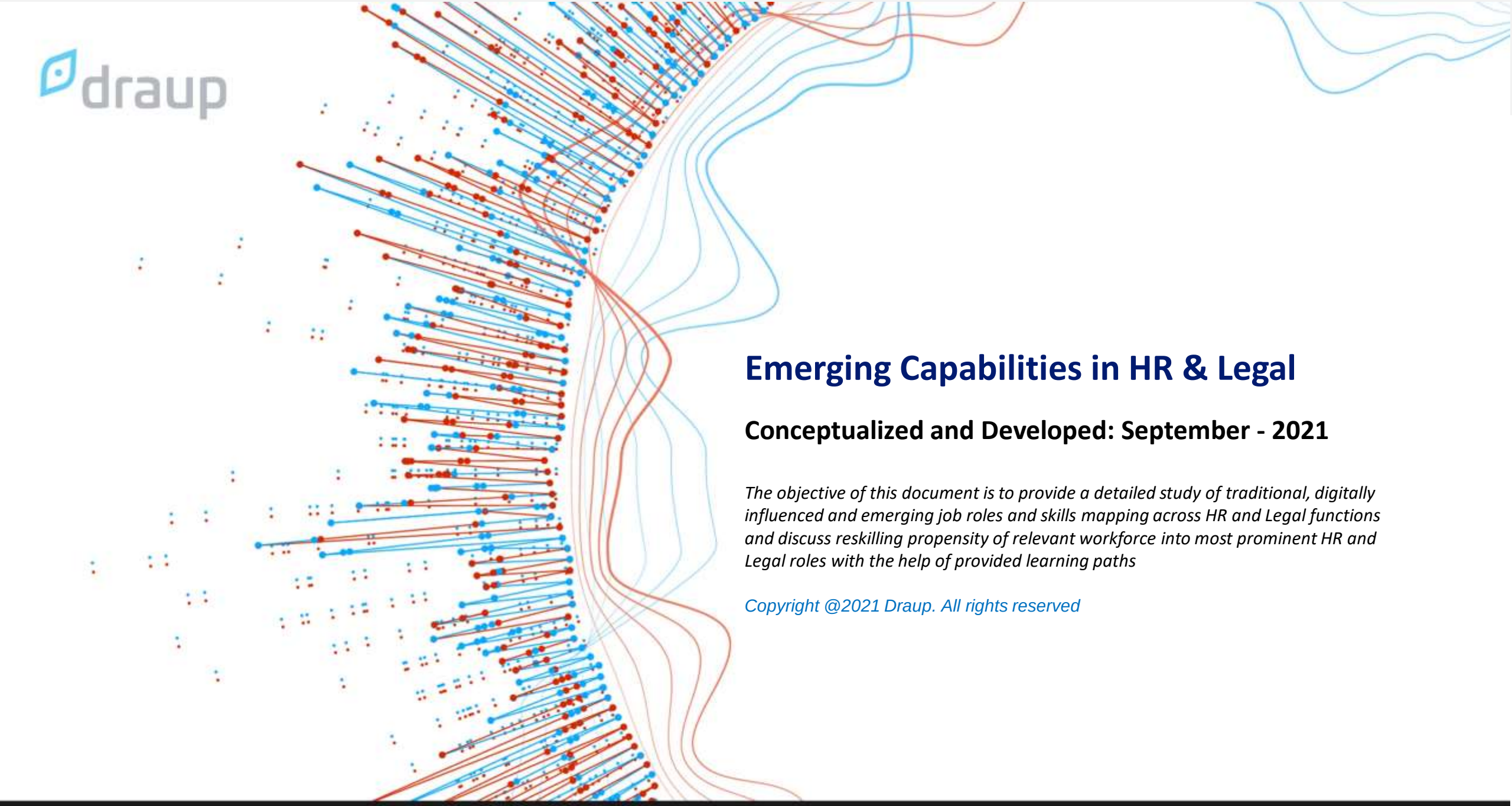

Emerging Capabilities in HR & Legal

Conceptualized and Developed: September - 2021

The objective of this document is to provide a detailed study of traditional, digitally influenced and emerging job roles and skills mapping across HR and Legal functions and discuss reskilling propensity of relevant workforce into most prominent HR and Legal roles with the help of provided learning paths

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Agenda

Objective and Scope

Draup has conducted a comprehensive analysis of traditional, digitally influenced and emerging capabilities across job roles for 's two Functions i.e., **Human Resources and Legal**

Emerging Capabilities in HR & Legal

1 **Peer Analysis: Digital Use Cases across HR & Legal Job Functions**

Top Fintech and tech companies such as Amazon, IBM, Google, Microsoft, Facebook, PayPal, Mastercard are analyzed for digital use cases, platforms, transformation trends along with the disrupted and evolved workloads in HR and Legal job functions

2 **Traditional & Emerging Capability Summary**

Modern day Digital & Legal digital platforms are analyzed to benchmark digital workflow enhancement and tools adoption trends along with a summarized view of traditional and emerging skills required in the changing nature of job role for both HR and Legal Functions

3 **Deep Dive Analysis : HR & Legal**

- **Sub Function Taxonomy:** Categorisation of HR and Legal job roles into sub functions based on job responsibilities, identification of Traditional, Digitally influenced and Emerging job roles through analysis of JDs, recently hired professionals and intentions of tech companies and identification of roles employed at among them
- **Global Talent Hotspots:** Recognised the Talent Hotspots and employed talent size in 100+ top MSAs across the world for both HR and Legal Functions
- **Skill Cluster Analysis:** Identification of traditional and emerging skills and usage of digital tools and platforms across all the sub functions in the taxonomy are analyzed based on the disrupted and evolved workloads
- **Learning Path Analysis:** Designed learning paths of most prominent HR and Legal roles in each identified sub function based on skill clusters with modules, courses, certifications, sample projects and estimated time for foundational proficiency and job ready proficiency
- **Reskilling Propensity Analysis:** Analysed reskilling propensity of top 20+ relevant roles into most prominent HR and Legal roles in each identified sub function

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Digital Use Cases in HR Function: Traditional roles in HR are evolving with technological adoption thereby disrupting manual work in operations, compensation, recruitment and L&D functions; Cloud, AI/ML, Big Data, analytics-based platforms are being used for automation making reskilling of employees an integral process in HR digitization

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Digital Use Cases	Technology	Digital Platforms	amazon	Google	IBM	Microsoft	Facebook	Disrupted/Evolving Workloads
HR Operations	**ML, Cloud, Big Data, RPA**	• Workday • IBM CPLEX • SPSS • Visier	High	High	High	High	High	• **Digital disruption of manually conducting day to day operations** such as **managing reporting time, attendance and leaves** • **Digital disruption of** maintaining **employee records, compensation and compliance reporting**
Compensation & Benefits	**Big Data, AI, ML**	• CompTrak • Workday HCM	High	High	High	High	High	• Using AI platforms for **calculation of compensation and deduction of withholdings** such ads taxes, insurance and retirement contributions • Using AI platforms for maintaining **records related to employee insurance** and other relevant data
Payroll Management	**ML, Big Data**	• Razorpay • Capterra • Zoho People	High	Medium	Medium	High	Medium	• **Eliminating manual collection of data in paper timesheets** and preparing reports by compiling summaries for every payroll cycle • Resolve and direct queries of employees to the concerned person promptly **through automated AI platforms**
Performance Evaluation	**ML, AI, Analytics**	• SAP Success Factors	High	High	High	High	Medium	• **Digital disruption of designing performance evaluation form** for the evaluation • **Eliminating manually collecting and reviewing employee feedbacks through** platform generated surveys
Talent Acquisition	**AI, ML, Big Data, Analytics**	• Zoom.ai • Mercer • Texito • Turbo Hire • Yello	High	High	Medium	High	High	• **Digital disruption of manually going through each resume, send response** to every candidate who has applied via ATS • **AI-powered automation and deep analytics capabilities** deployed to drive **candidate sourcing, nurturing, and conversion** to aid in the Talent Acquisition process
Learning & Development	**Big Data, AR, VR**	• Adobe Captive • Elucidat • isEazy • Articulate360 • Camtasia	High	High	Low	High	Medium	• **Planning and execution of new hiring** and designing leadership and training programs • **Align training and internal communications** to ensure program success while maintaining employee engagement
Strategy & Workforce Planning	**AI**	• Oracle HCM Cloud • Athena • Berke	High	High	High	High	High	• **Use Big data and analytics** to formulate workforce planning strategy, process, resources and tools • **Partner on fiscal headcount plans, targets, goals** and how to realize objectives

Capability — High — Medium — Low

Note: Draup leveraged its database of 1M+ digital intentions for employers across multiple industries, extracted from sources such as news articles, job descriptions, video interviews, journals to analyse the digital strategies and use cases of peer companies

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Digital Use Cases in HR Function: Functions such as Employee Engagement, branding and diversity are rapidly evolving with AI and IoT adoption and digital intentions such as People Analytics, Business Continuity, HR Data Analytics and use of Visual Assistants are emerging with the advent of digital platforms leveraging cloud, RPA and AI

Digital Use Cases	Technology	Digital Platforms	amazon	Google	IBM	Microsoft	Facebook	Disrupted/Evolving Workloads
Employee Experience & Engagement	**AI, IoT**	• Allyo • Go Arya • Recruit Robin • HR Acuity	●	●	●	●	●	• **Addressing employees' grievances proactively using analytics** and promptly taking actions to resolve them and **use digital assistance** to develop **employee engagement** • **Adopting ML model to identify potential attrition** risks and deploying visualizations tools to improve employee retention
Employer Branding	**AI, Analytics, IoT**	• Altru • Social Seeder • Ontame.io	●	○	●	●	○	• Eliminating **production of all printed recruiting materials**, including brochures, fliers, signage, slides and ads • **Leveraging social media and AI platforms** to get feedbacks and reviewing
Diversity & Inclusion	**AI**	• SeekOut • OrgAnalytix	●	●	○	●	●	• **Eliminating manually going through each resume** to focus on hiring diverse talent • Leveraging AI for **checking records to analyze and manage diverse workforce** planning initiatives
People Analytics	**Cloud, Analytics, Blockchain**	• R/Python • Tableau • IBM Cognos • KNIME • IBM SPSS Modeler • Visier	●	●	●	●	●	• **Innovating with technology**, disseminating new ideas and **scaling analytics programs to improve efficiencies** • **Perform predictive analysis** and drive data driven solutions
Business Continuity	**Cloud, AI, Analytics**	• Carbonite • Datto • upsafe	●	●	●	●	○	• **Working with data to analyze current employee situations** to mitigate incidents affecting employees
HR Data Analytics	**Cloud, Blockchain, Analytics**	• R/Python • Tableau • IBM Cognos • KNIME • IBM SPSS Modeler • Visier	●	●	○	●	●	• **Interpreting data patterns that aid decision-making and performance improvement** • Measuring common metrics based on data collected and thereby forecasting and **implementing strategic digital HR transformation programs and automation features**
Virtual Assistants/ Chatbot	**AI, RPA**	• Oracle HCM • Culture Amp • Mya • Chatbot	●	●	○	●	●	• **Learning chatbot answering employees' queries** • Supporting key talent management processes and reducing administrative strain by proactively **sending reminders for employees to complete goals and provide performance feedback**

Note: Draup leveraged its database of 1M+ digital intentions for employers across multiple industries, extracted from sources such as news articles, job descriptions, video interviews, journals to analyse the digital strategies and use cases of peer companies

Capability ● High ● Medium ○ Low

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HR Traditional & Emerging Capability Summary: Data Analytics, Data Visualization, Agile Practices, Change Management, Statistical Modeling, Remote Hiring And Cognitive Recruitment are some of the key emerging capabilities across industries in HR complemented by the immense adoption of digital tools like Workday, TurboHire, Visier

Traditional Capabilities across HR

Sourcing	Recruitment	Performance Appraisals
HR Acumen	Negotiation	Benefits Administration
Learning & Development	Compensation Management	Workforce Planning

Changing Nature of Employment: Rise of **technical workforce planning & alternative staffing models with remote working** & flexibility at lower costs requires emerging HR capabilities

Digital Disruption: Technological developments with the **advent of ML, NLP/NLG, RPA, Big Data and Cloud-based solutions** have influenced and **digitally enhanced traditional HR responsibilities** in areas of talent acquisition, people analytics, L&D planning and other HR operations

Emerging Capabilities across HR

Data Analytics	Agile Practices	Diversity Hiring
Employer Branding & Social Selling	Creative Design Thinking	Organizational Archetype
Change Management	Cognitive Recruiting	People Analytics
Statistical Modelling	Data Modelling & Visualisation	Understanding Technology Stacks
Business Intelligence	Remote Hiring	Strategic Planning

Digital HR Tools

workday. Workday provides **unified finance, human resources** and student/faculty lifecycle management **cloud applications** designed for the way people work in today's organisations

TurboHire TurboHire is a new-age **AI-based talent acquisition system**. The platform is packed with features that helps the recruiter in the optimization of each stage in recruitment. It **uses augmented intelligence to assist** recruiters make better and faster hiring decisions

visier Visier is a **cloud-based analytics application** that delivers fast, clear people insight. **It sells software for workforce analytics and workforce planning**. Visier asks the right questions and promptly identifies opportunities and risks within your organization

ONTAME.io Ontame.io is an **HR Analytics Platform** that delivers instant insights and efficiency for talent acquisition, employer branding, and leadership. With digital platforms, **it supplies data for attracting and hiring right talent** faster and helps in growing employer brand through social media and talent management

Culture Amp Culture Amp is a **Saas based platform** for employee analytics that specializes in staff surveying and analytics helping companies take action to improve employee engagement, retention and performance

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Note: Draup leveraged its database of 1M+ digital intentions for employers across multiple industries, extracted from sources such as news articles, job descriptions, video interviews, journals to analyse the data

Digital Use Cases in Legal Function: Traditional roles in legal are evolving with technological adoption thereby disrupting manual work in Operations, Contract and IP Management; Enhanced Legal Operation, Legal Analytics, eDiscovery, VLAs, Smart Contract and IP Management are most prominent digital intentions across legal industry

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Digital Use Cases	Technology	Digital Platforms	amazon	Google	IBM	mastercard	PayPal	Disrupted/Evolving Workloads
Enhanced Legal Operation	**Cloud, Bigdata AI, Analytics**	• LexisNexis • ThomsonReuter • Westlaw • IBM LegalMation	●	●	●	●	●	• Digital disruption of **manually reviewing and approving invoices, gathering and entering data, maintaining files,** overseeing legal department's budgets • Digital disruption of evaluating IP and portfolios, **designing decision-making templates** for strategic investments in IP
Legal Analytics	**Big Data, AI, ML**	• IBM LegalMation • PayPal • LexMachina • AlixPartners • Gavelytics	●	●	●	●	●	• **Predicting legal costs, analyzing contracts**, determining research relevance, highlighting risk, **validating compliance & corporate intelligence** • **Deriving insights** related to strategic placement of legal staff, and likelihood of achieving a desired outcome
eDiscovery	**AI, Big Data, Cloud**	• Google Vault in G-Suit • Zapproved • Everlaw • LexisNexis Concordance	●	●	●	●	●	• Automating common discovery steps such as **data ingestion, file indexing, OCRing, virus scanning,** and more, preparing documents to be reviewed and produced BY **eDiscovery** software
Virtual AI Legal Assistants (VLAs)	**ML, AI, Cloud**	• HP LawGeex • Lexi • ROSS • Automio, • Robot Lawyer Lisa	●	●	●	○	●	• Performing routine legal processes that use NLP in examining textual threads & the context of complex statements • **Performing basic cognitive research & e-discovery, automate regulatory reporting & contract creation**
Smart Contract Management	**Cloud, Blockchain**	• Icertis Contract Intelligence Platform • IBM's Emptoris Contract Management	●	●	●	●	●	• Digital disruption of **identifying contracts and making relevant documents, writing contract by hand and get signatures** • Digital disruption of **gathering documents from file storage** for revision and amendments and manage invoice and payment procedures using **Contract Management (CLM)** solutions
IP Management	**Big Data, Cloud**	• Memotech • PhpIP • Thompson IP Manager • AltLegal	●	●	●	●	●	• **Digital disruption of documentation** and preparation of licensing contracts, patents and other agreements • **Digital disruption of manual drafting, negotiating, interpreting** and advising clients on IP related agreements

Note: Draup leveraged its database of 1M+ digital intentions for employers across multiple industries, extracted from sources such as news articles, job descriptions, video interviews, journals to analyse the digital strategies and use cases of peer companies

Capability ● High ● Medium ○ Low

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Digital Use Cases in Legal Function: Traditional roles in legal are evolving with technological adoption thereby disrupting manual work in Data Protection, Compliance Risk Assessment and Auditing; AI, cloud, analytics-based platforms have centralized Regulatory Document Submission and offered unified model for Risk Management

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Digital Use Cases	Technology	Digital Platforms	amazon	Google	IBM	mastercard	PayPal	Disrupted/Evolving Workloads
Enhanced Data Protection & Privacy	**Cloud**	• AWS DIDL • IBM Security Guardium • Google Cloud Data Security	●	●	●	●	●	• **Digital disruption of data collection, mapping and updating**, file management and answering data subject requests, **third-party privacy management**, consent management and risk assessment using cloud-based data security solutions via **multiparty secure computation, homomorphic encryption, secure data enclaves**
Centralized GRC Systems	**Big Data, AI, ML, Analytics**	• IBM Open Pages • Fusion Risk Management	●	●	●	●	●	• **Elimination of conducting compliance risk assessment** and making necessary policies and obligations using Cloud-based unified **GRC** solutions offering unified operating model for risk management with **audit-proof workflows,** and **automating** routine **audit**
Compliance Analytics	**ML, Big Data, AI**	• Swift • IBM Regulatory Compliance Analytics	●	●	●	●	●	• Performing **rules-based monitoring, risk-based auditing, quantitative & qualitative analytics, back testing, anomaly detection, network analysis, text and visual analytics** to enable pre-emptive detection and forecast of non-compliance activities
Active Compliance Monitoring & Testing	**Cloud, Bigdata, AI/ML**	• Bloomberg Vault • Paradigm 3 • MyEasyISO	●	●	●	●	●	• **AI/ML based Compliance Monitoring solutions** performing continuous testing, re-performance evaluations and simulated risk assessments of business processes, compliance data to generate **automated real-time strategic reports and interactive dashboards** • **Digital disruption of paperwork to compile information for** assessment
Virtual Auditing	**Analytics, Cloud, AI**	• Gensuite Audit Management	●	●	●	●	●	• Digital disruption of conducting onsite auditing and interviews using **cloud-based auditing platforms**, **AI-powered risk assessment**
Regulatory Intelligence & Policy Tracking	**Bigdata, AI**	• Bloomberg RegTracker, • FiscalNote • LexisNexis State Net	●	●	●	●	●	• **Analyzing and predicting legislative impact and policy trends,** tracking local committee mark-ups & amendments, monitoring social media conversations using **Policy Monitoring & Issues Management** systems
Regulatory Data Submission Management	**Cloud, AI**	• IBM Hybrid Data Management	●	●	●	●	●	• **Regulating operations** by **centralizing regulatory data and documents** by delivering transparent & consistent planning and preparation of submissions, archival of controlled documents, effective dossier management & change control, along with soft regulatory intelligence capabilities using **cloud-based RIM**

Capability ● High ● Medium ● Low

Note: Draup leverages its database of 2M+ digital intentions management across multiple industries, extracted from sources such as news articles, job descriptions, video interviews, journals to analyse the digital strategies and use cases of peer companies

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Legal Traditional & Emerging Capability Summary: Cognitive Analytics, Litigation Strategy, Agile Practices, Digital Forensics & Scrutiny, Operational Risk and Virtualization Strategies are some of the key emerging capabilities across industries in legal complemented by the immense adoption of digital tools like Casetext, LexPredict, Coupa

Traditional Capabilities across Legal

Legal Services	**Intellectual Property**	**Customs And Internal Audits**
Litigation Support	**Governance Risk And Control Systems**	**Product & Privacy Compliance**
Conflict Analysis	**Corporate Laws**	**Quality Assurance Standards**

Changing Nature of Function: Rise in **automation and digitisation,** has increased the requirement of **legal expertise in different business domains** demanding technically skilled legal talent

Digital Disruption: Technological developments with the **advent of ML, NLP/NLG, RPA, Big Data and Cloud-based solutions** have influenced and **digitally enhanced traditional Legal responsibilities** in areas of Documentation, management, legal analytics solution and forecast

Emerging Capabilities across Legal

Cognitive Analytics	**Data Security Litigation Strategy**	**Technical Data Analysis**
Litigation Strategy	**Digital Forensics & Scrutiny**	**Operational Risk**
Business Intelligence	**Information Assurance**	**Fraud Analytics**
Perception Management	**Privacy Protection**	**Virtualization Strategies**
Change Management	**Agile Practices**	**Commercial & Social Awareness**

Digital Legal Tools

casetext	Case text **provides faster and effective results without constructing complex** search queries, and avoiding the addition & removal of filters. Easy Analysis feature which includes SmartCite with case treatment flags and deeper insights and SmartNotes to discover cases that discuss similar issues
LEX PREDICT	Lexpredict **uses AI and human input** to augment and integrate the user's experience. It designs and develops data-driven legal analytics solutions to help law firms , quantitative risk models based on lawsuit outcome forecasts
coupa	Coupa Improves **contracting efficiency by automating contract creation** and gains portfolio-wide visibility into commitments and spend against contracts with advanced data analysis. Minimize contract risk by using structured contract data for holistic risk management
LogicalDOC	Logical Doc is a **electronic document management system** are designed to organize and store documents of different kinds or forms. Document management software contains a web-based user interface which performs operations
LexisNexis	LexisNexis ES collaborated with **Maluma to implement Fusion**, **Maluma's records management and document archiving tool**, to help customers consolidate data from multiple systems into a single repository, allowing information to be searched, viewed and destroyed

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Note: Draup leveraged its database of 1M+ digital intentions for employers across multiple industries, extracted from sources such as news articles, job descriptions, video interviews, journals to analyse the data

Deep Dive – Human Resources

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HR Job Roles Taxonomy: HR Operations & Compensation and Talent Acquisition are the key traditional sub functions under HR with digital influence majorly on Compensation and TA roles; Roles specializing in Agile Practices, Analytics, Digital and Early Career Talent Acquisition, Diversity Talent Recruitment are emerging in these sub functions

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	HR Operations & Compensation			Recruitment & Talent Acquisition		
Leadership	VP, HR	Director, HR	VP, Employee Benefits	VP Recruitment Marketing & Talent Sourcing Manager	Director, Talent Acquisition	Recruitment Marketing Director
	HR Officer	Global Benefits Director	Leader HR	Executive Recruiter	Global Head Talent Acquisition	
	HR Administrative Officer	Global Compensation Director	Agile HR leader			
Management	Head, HR	Compensation Head	HRBP Manager	Head of Talent Acquisition Enablement, Technology and Agile Recruiting	Talent Acquisition Head/ Team Leader	Head of Gig Talent Acquisition
	HR Business Partner Head	Payroll Manager	HR Business Partner	Head of Agency Onboarding	Talent Acquisition Manager	Recruitment Marketing Manager
	Manager, HR	Compensation Manager	Benefits Manager	Recruitment & Relocation Manager	Early Career Talent Acquisition Manager	Recruitment Business Partner
	Manager, HR Operations	Compensation & Benefits Manager	Agile HR Manager			
Professionals	HR Specialist	Compensation & Benefits Specialist		Talent Acquisition Specialist	Onboarding Specialist	Recruitment Marketing Specialist
	HR Generalist	Payroll Specialist		Placement Consultant	Digital Talent Acquisition Specialist	Agile Talent Specialist
	Compensation Claims Representative	Benefits Consultant/ Incentive Analyst		Technical Recruiter	Recruitment Consultant	Talent Acquisition Coordinator
	HR Analyst	Compensation Analyst		University Relations Recruiter	Talent Acquisition Recruiter	Recruitment Marketing Analyst
	Offer Analyst	Payroll Analyst		Diversity Talent Sourcer	Talent Acquisition Analyst	Recruitment Analyst

Note: The represented data is derived from DRAUP's Proprietary Talent Module. Draup has analyzed 100,000+ talent profiles across various job roles and job families to derive the job description, tech skills, and job responsibilities

Roles employed in automation | Traditional | Digitally Influenced | Emerging

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HR Job Roles Taxonomy: Sub Functions such as Talent Transformation & Org Development, Employee Engagement & Experience and Diversity & Inclusion which traditionally comprised of only leadership roles are now rapidly emerging with an eclectic range of emerging roles across Management, Senior and Entry Level Seniority

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	Talent Transformation & Org Development			Employee Engagement & Experience			Diversity & Inclusion
Leadership	Director – Organizational & Talent Transformation	Director – Organizational Effectiveness	Director-Internal Communications & Org Development	VP, Employee Experience	VP, People Culture and Development	VP, Recruiting and Employee Engagement	Chief Diversity, Equity & Inclusion Officer
	Director–Talent, Learning & Development	Global Talent Enablement & Infrastructure Lead	Talent Transformation Lead/ Workforce Transformation Lead	Director, People & Culture	Director Employee Development & Engagement	Director – Talent Brand & Employee Experience	Director - Culture of Inclusion & Diversity
				People and Culture Lead	Director of Well Being	Director, Employee Relations	Global Diversity Programs Head
							Global Cultural Head
Management	Head of Skill Design	Employee Enablement Coach	Agile HR Manager Change & Execution	Employee Experience Head	Employee Engagement & Culture Head	Head People & Culture	Head of Inclusion and Wellbeing
	Head of Organizational Engineering	Organizational Development Manager	Talent Advisor	Head of Digital & Agile People Management	HR Strategy Manager	Manager, Agile People Practices & Skills	Diversity Equity Inclusion Project Manager
	Org & Talent Transformation Enablement Manager	Enterprise Leadership and Development Manager	Learning & Development Manager	People Strategy & Planning Manager	People and Culture Development Manager	Talent Brand Manager	DEI - Communications & Inclusion Program Manager
	Technical Talent Manager	Team Leader e-Learning Development	Early Career Program Manager	Employee Engagement Manager	Employee Experience Manager	People & Culture Services Manager	Diversity Compliance Program Manager
Professionals	Organizational & Talent Transformation Specialist	Early Career Program Specialist	Learning & Development Agile Specialist	Social Media Recruitment	Strategist	Specialist	Inclusion and Diversity Specialist
	Strategic Workforce Planning Specialist	Talent Consultant	Human Capital Consultant	Employee Engagement Specialist	HR – Employee Engagement	Culture Development Specialist	Diversity Talent Sourcer
	HR Digital Enablement Professional	Learning Design Analyst	E-learning Instructional Designer	Talent and Employee Experience Advisor	People Experience Generalist	Employee Relations Specialist	Diversity Recruiter
	Organizational Development Analyst			Employee Engagement Analyst	Employee Experience	Employee Relations Analyst	

Roles employed in automation | Traditional | Digitally Influenced | Emerging

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Note: The represented data is derived from DRAUP's Proprietary Talent Module. Draup has analyzed [illegible] talent profiles across various job roles and job families to derive the job description, tech skills, and job responsibilities

HR Job Roles Taxonomy: People Analytics, Business Continuity, HR Data Analytics and Future of Work are emerging New Age HR job sub functions focusing on incorporating data driven approach across HR functions and planning future of work by automation using chatbots

	People Analytics		HR Data Analytics		Business Continuity	Future Of Work	
Leadership	Chief People Officer	Global People Analytics Director	VP, HR Data, Technology	Director, HR Data Management	VP, Business Continuity and Crisis Management	Director, Future of Work	
	VP, People Analytics and Organizational Agility	People Analytics Lead	Director, HR Technology	Lead HR Technology	Global HR - Business Continuity	People & Performance Lead - Future Capability	
			Global Head of HR Data & Analytics	HR Data Security & Governance Lead	Director, Strategic HR Business Continuity	Future Of Work Leader	
Management	Head of People Analytics	People Analytics & Culture Business Partner	Head of HR Data Innovation & Solutions	Head Of HR Reporting and Data Intelligence	Head of Business Continuity Management	Head of Future Talent	
	Talent Intelligence Manager	People Strategy & Analytics Manager	HR Data & Process Manager	Head Of HR, Internal Controls & Data Protection	Business Continuity Manager	Agile HR Coach	
	People Analytics & Technology Manager	People Analytics Manager	HR Data Analytics Manager	HR Systems And Data Manager	Business Continuity Development Specialist	HR Chatbot Manager	
						HR Future of Work	
Professionals	Data Scientist, People Analytics	People Analytics Specialist	HR Data & Analytics Reporting Specialist		Business Continuity Advisor	Future Talent Advisor	Remote Working Advisor
	People Analytics Strategy Consultant	Talent Intelligence Analyst	HR Data Detective		Business Continuity Consultant	Learning Specialist, HR Future of Work	Future Capability Management Specialist
	People Analytics Executive	Human Capital Analytics Executive	HR Data Analyst		Business Continuity Coordinator	WFH Facilitator	Chatbot Consultant
			HR Data & MI Reporting		Business Continuity Planner	Global Future Talent Consultant	Chatbot Analyst

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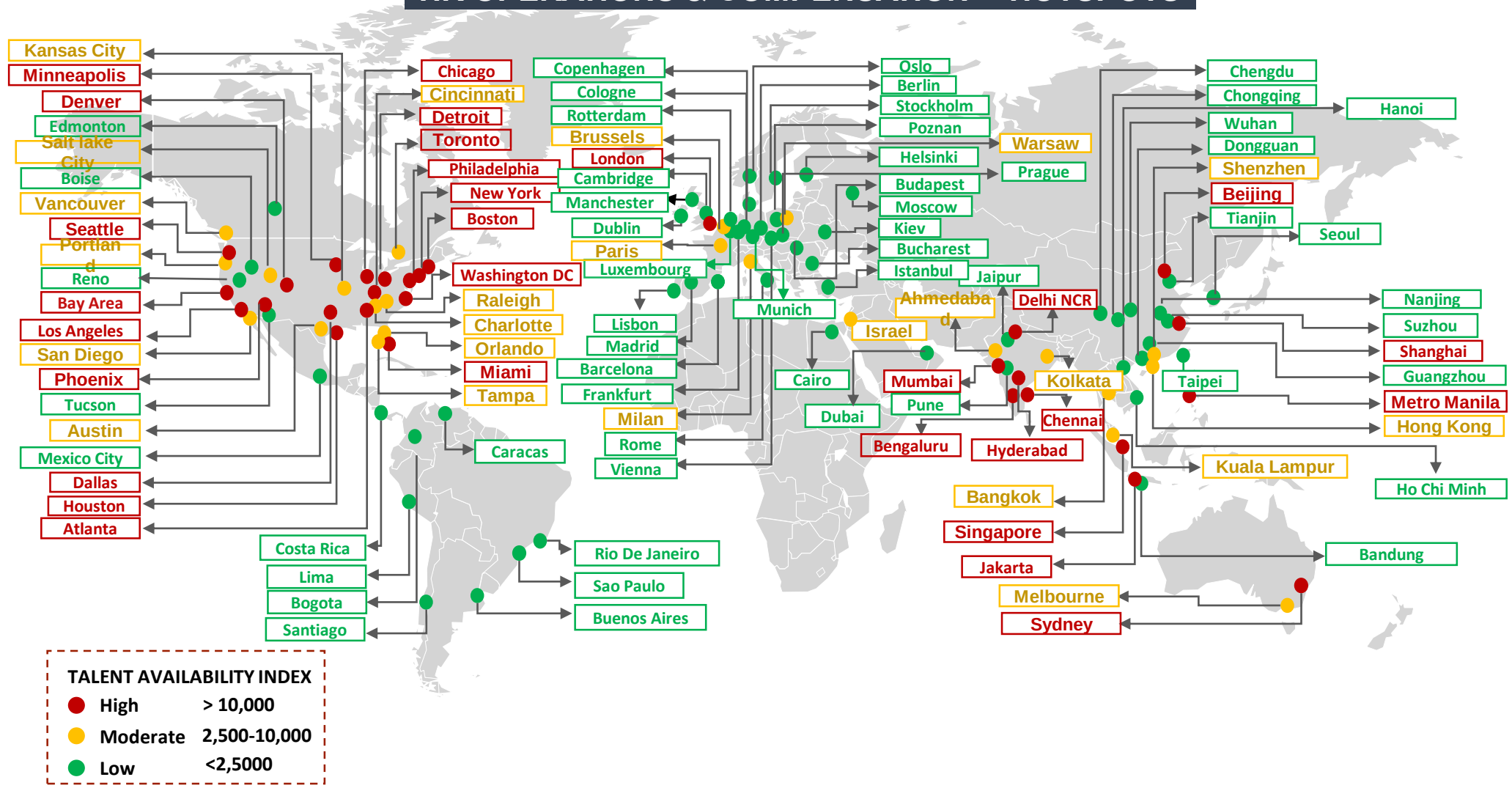
Note: The represented data is derived from DRAUP's Proprietary Talent Module. Draup has analyzed 100,000+ talent profiles across various job roles and job families to derive the job description, tech skills, and job responsibilities

Roles employed in automation | Traditional | Digitally Influenced | Emerging

Global Talent Hotspots – HR Operations & Compensation: High Talent Availability of approximately 10,000+ professionals is observed in more than 20 MSAs; USA and India are the top locations with the highest relevant talent pool in New York Metropolitan Area, Delhi NCR, Greater Los Angeles and Washington DC Area

HR OPERATIONS & COMPENSATION – HOTSPOTS



TALENT AVAILABILITY INDEX

High	> 10,000
Moderate	2,500-10,000
Low	<2,5000

TOP LOCATIONS

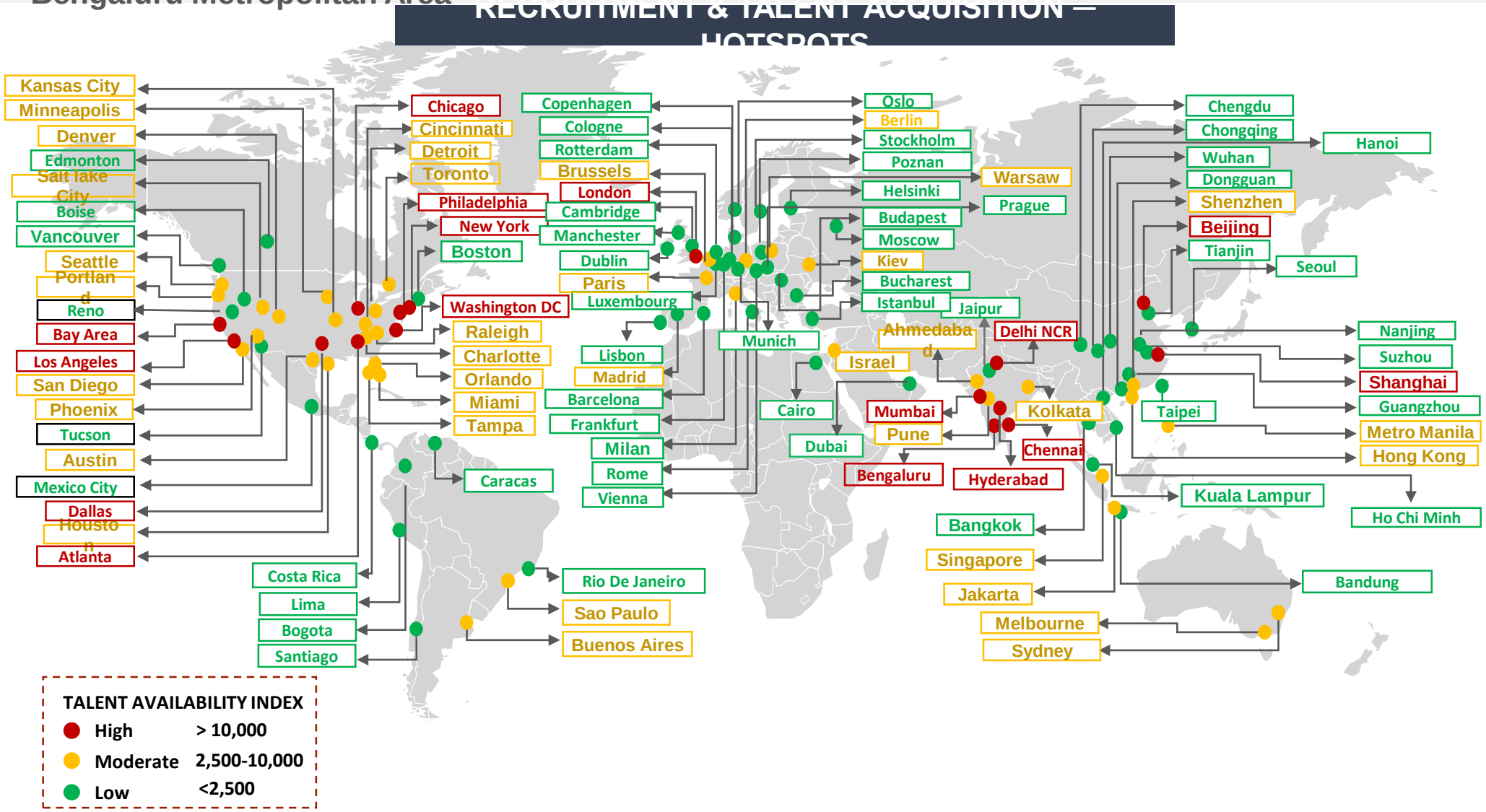
New York City	52,000
Delhi NCR	44,000
Los Angeles	36,000
Washington DC	31,000
Mumbai	31,000
Bengaluru	29,000
San Francisco	27,000
Chicago	26,000
London	25,000
Dallas-Fort	23,000
Boston	21,000
Shanghai	20,000
Atlanta	19,000
Beijing	19,000
Hyderabad	18,000
Philadelphia	17,000
Houston	17,000
Chennai	16,000
Jakarta	15,000
Toronto	14,000
Manila	14,000
Singapore	14,000
Minneapolis	13,000
Seattle	12,000
Miami	12,000
Detroit	12,000
Sydney	11,000
Phoenix	10,000
Denver	10,000

Note: 1) Israel is the only location analyzed at country-level. All other locations are analyzed at metropolitan area- level
2) In the USA, MSA of the location is used for the analysis. Location definitions are based on U.S Census Bureau Metropolitan, micropolitan, and related statistical area delineation files, September 2019
3) Japan is not included in the list of top locations or location deep-dives

SOURCE : Draup's proprietary talent module

Global Talent Hotspots – Recruitment & Talent Acquisition: High Talent Availability of approximately 10,000+ professionals is observed in more than 15 MSAs; USA and India are the top locations with the highest relevant talent pool in New York Metropolitan Area, Hyderabad Metropolitan Area and Bengaluru Metropolitan Area

RECRUITMENT & TALENT ACQUISITION – HOTSPOTS



TALENT AVAILABILITY INDEX

High	> 10,000
Moderate	2,500-10,000
Low	<2,500

TOP LOCATIONS

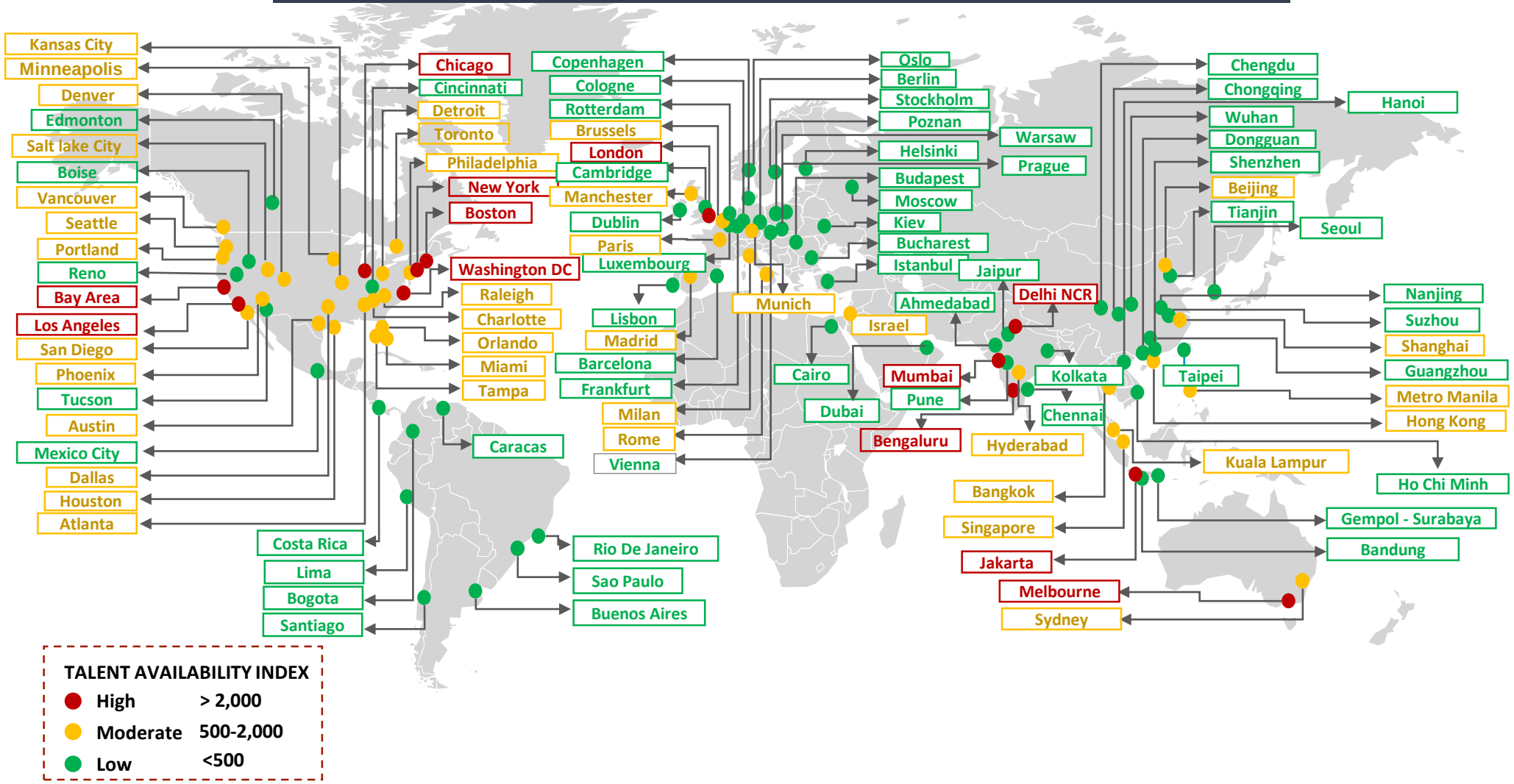
New York City	46,000
Hyderabad	39,000
Bengaluru	37,000
Delhi NCR	30,000
San Francisco	26,000
Los Angeles	25,000
Washington DC	21,000
Dallas-Fort	20,000
Mumbai	19,000
Chicago	18,000
Shanghai	17,000
Atlanta	15,000
Beijing	15,000
London	14,000
Chennai	13,000
Philadelphia	11,000
Seattle	9,500
Miami	9,000
Pune	9,000
Houston	8,000
Toronto	8,000
Detroit	8,000
Phoenix	8,000
Denver	7,000
Manila	6,500
Minneapolis	6,500
Tampa	6,000
Singapore	5,500

Note: 1) Israel is the only location analyzed at country-level. All other locations are analyzed at metropolitan area- level
2) In the USA, MSA of the location is used for the analysis. Location definitions are based on U.S Census Bureau Metropolitan, micropolitan, and related statistical area delineation files, September 2019
3) Japan is not included in the list of top locations or location deep-dives

SOURCE : Draup's proprietary talent module

Global Talent Hotspots – Talent Transformation & Org Development: Majority of MSAs have moderate talent availability of less than 2,000 professionals; United States and India are the top locations with the highest relevant talent pool in New York Metropolitan Area, London Metropolitan Area and Jakarta Metropolitan Area

TALENT TRANSFORMATION & DEVELOPMENT – HOTSPOTS



TALENT AVAILABILITY INDEX

High	> 2,000
Moderate	500-2,000
Low	<500

TOP LOCATIONS

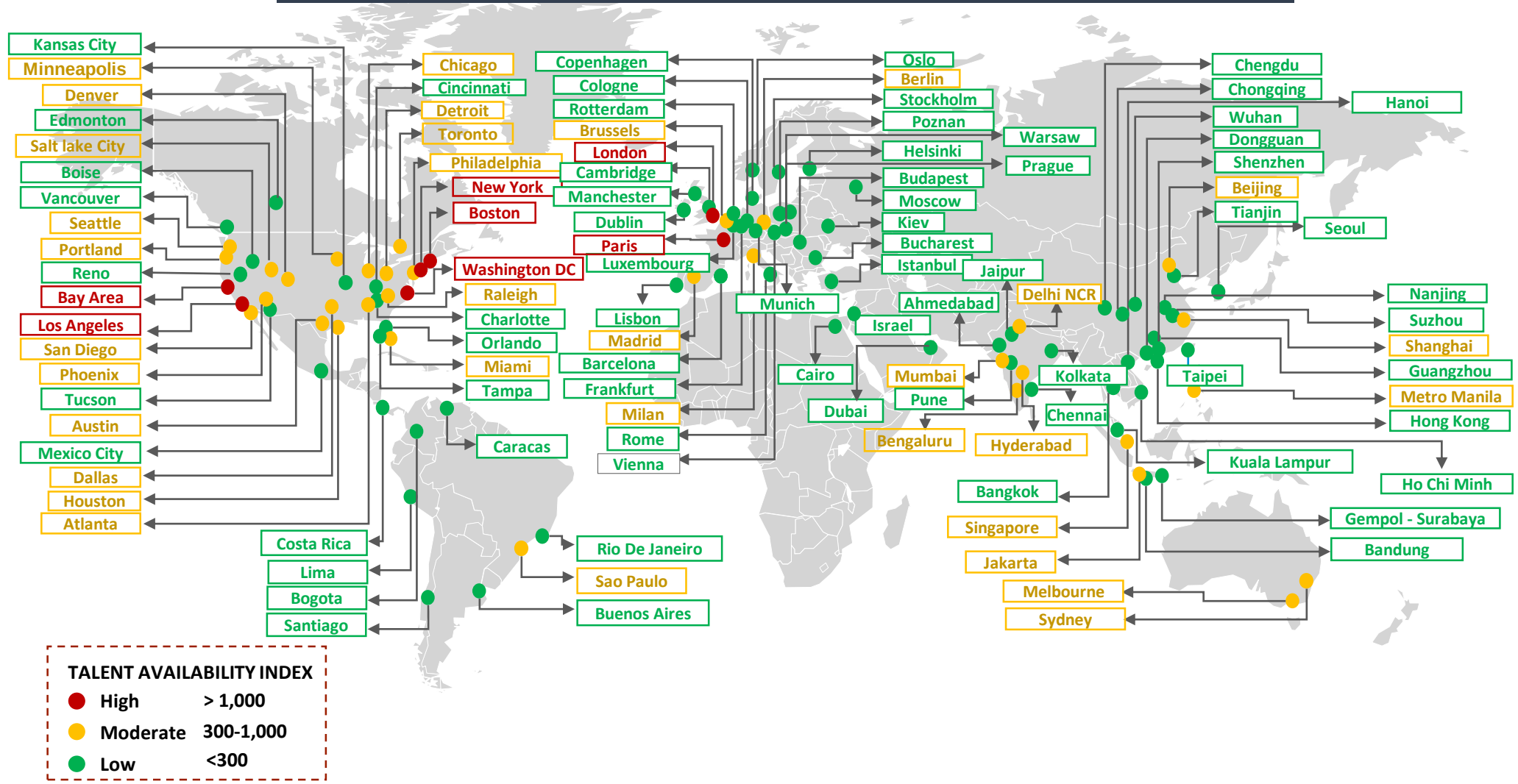
New York City	4,500
London	4,000
Jakarta	3,500
Washington DC	2,500
Chicago	2,500
Delhi NCR	2,500
San Francisco	2,000
Los Angeles	2,000
Boston	2,000
Bengaluru	2,000
Mumbai	2,000
Melbourne	2,000
Toronto	1,500
Dallas-Fort	1,500
Shanghai	1,500
Beijing	1,500
Atlanta	1,500
Sydney	1,500
Manila	1,500
Philadelphia	1,500
Singapore	1,500
Paris	1,000
Seattle	1,000
Denver	1,000
Minneapolis	1,000
Houston	1,000
Milan	1,000
Phoenix	1,000

Note: 1) Israel is the only location analyzed at country-level. All other locations are analyzed at metropolitan area- level
2) In the USA, MSA of the location is used for the analysis. Location definitions are based on U.S Census Bureau Metropolitan, micropolitan, and related statistical area delineation files, September 2019
3) Japan is not included in the list of top locations or location deep-dives

SOURCE : Draup's proprietary talent module

Global Talent Hotspots – Employee Engagement & Experience : Majority of MSAs have moderate talent availability of less than 2,000 professionals; France and United States are the top locations with highest relevant talent pool present in New York City Metropolitan Area, Paris Metropolitan Area, London Metropolitan Area and San Francisco Bay Area

EMPLOYEE ENGAGEMENT & EXPERIENCE – HOTSPOTS



TALENT AVAILABILITY INDEX

High	> 1,000
Moderate	300-1,000
Low	<300

TOP LOCATIONS

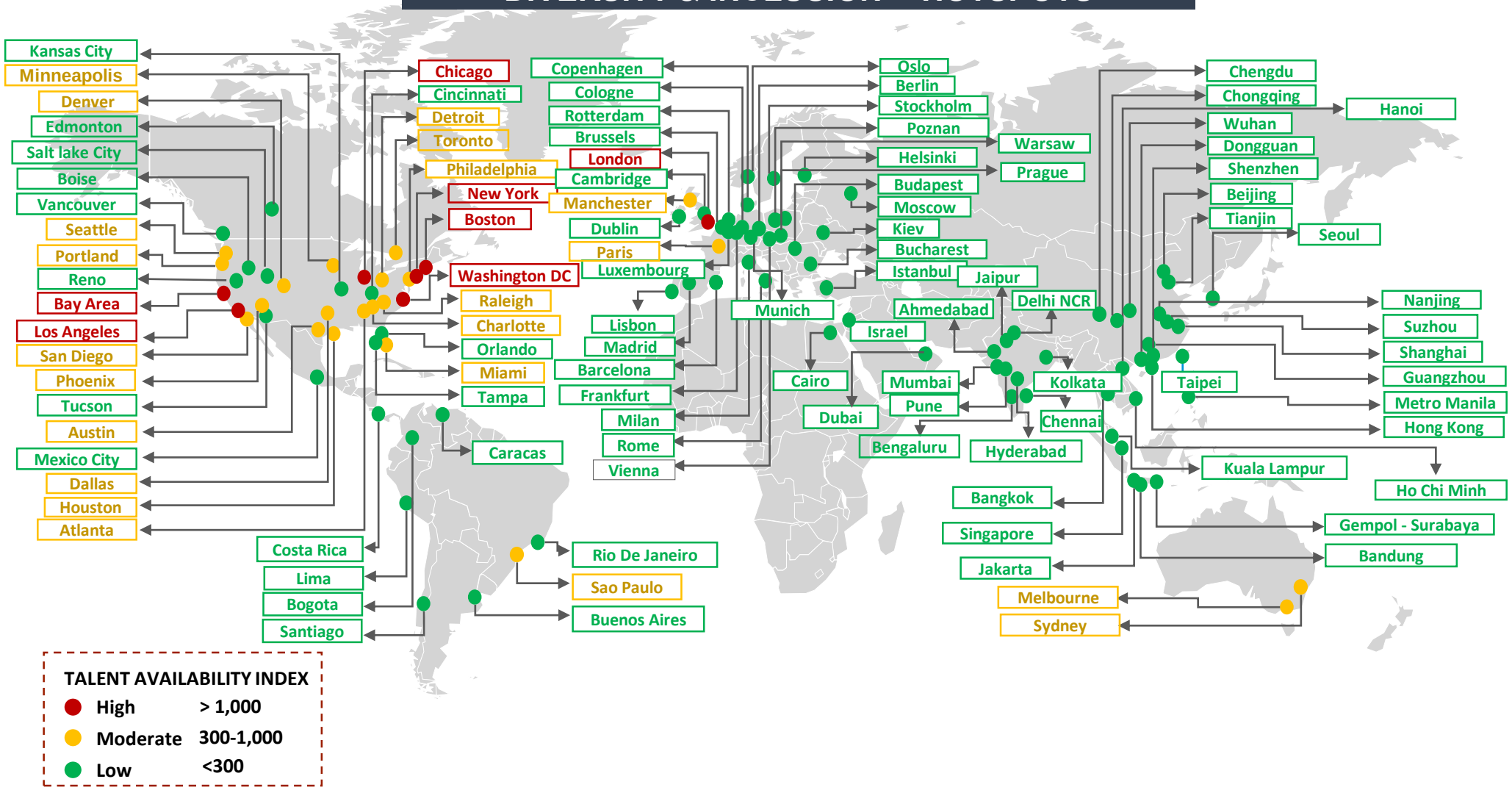
New York City	2,000
Paris	1,800
London	1,700
San Francisco	1,600
Los Angeles	1,500
Washington DC	1,200
Boston	1,000
Shanghai	900
Toronto Area	800
Chicago Area	750
Beijing	750
Delhi NCR	750
Bengaluru	730
Dallas-Fort	670
Atlanta	650
Mumbai	590
Seattle Area	570
Sydney	570
Manila	550
Melbourne	530
Brussels	480
Denver	460
Philadelphia	450
Singapore	440
Minneapolis	390
Houston	360
Milan	360
Sao Paulo	360

Note: 1) Israel is the only location analyzed at country-level. All other locations are analyzed at metropolitan area- level
2) In the USA, MSA of the location is used for the analysis. Location definitions are based on U.S Census Bureau Metropolitan, micropolitan, and related statistical area delineation files, September 2019
3) Japan is not included in the list of top locations or location deep-dives

SOURCE : Draup's proprietary talent module

Global Talent Hotspots – Diversity & Inclusion: Majority of MSAs have low talent availability in Diversity & Inclusion roles; The major hotspots are concentrated in the North Americas and Europe with highest relevant talent pool in New York City and London; APAC and EMEA are lagging in terms of relevant talent availability in this domain

DIVERSITY & INCLUSION – HOTSPOTS



TALENT AVAILABILITY INDEX

High	> 1,000
Moderate	300-1,000
Low	<300

TOP LOCATIONS

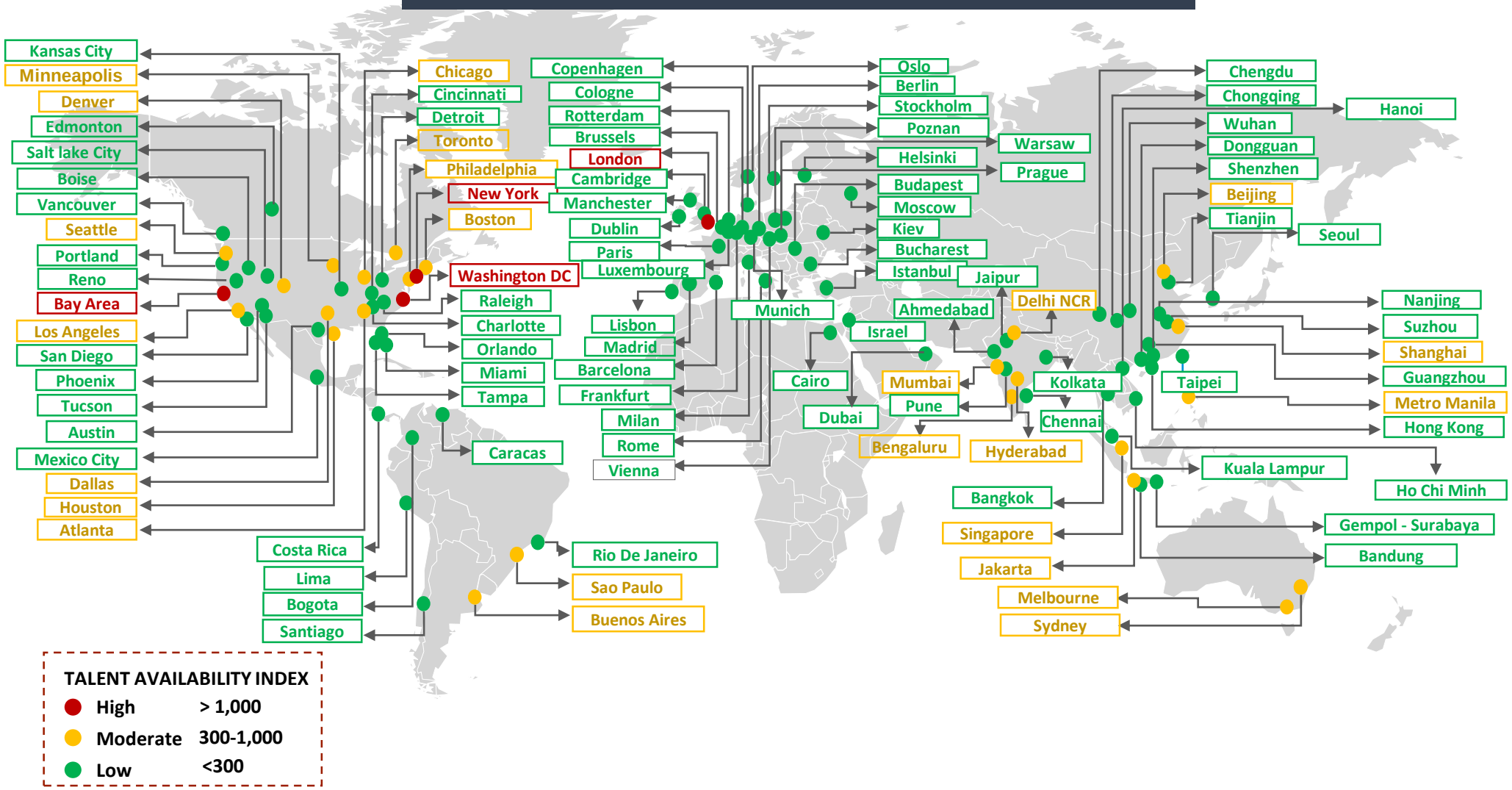
New York City	3,000
London	2,500
San Francisco	1,500
Washington DC	1,500
Los Angeles	1,000
Chicago	1,000
Boston	1,000
Atlanta	900
Philadelphia	950
Seattle	850
Dallas-Fort	750
Toronto	700
Minneapolis	650
Melbourne	590
Detroit	500
Denver	480
Sydney	450
Houston	440
Charlotte	390
Portland	380
Raleigh	350
Austin	340
Manchester	330
Paris	320
Sao Paulo	310
Miami	310
San Diego	300
Phoenix	300

Note: 1) Israel is the only location analyzed at country-level. All other locations are analyzed at metropolitan area- level
2) In the USA, MSA of the location is used for the analysis. Location definitions are based on U.S Census Bureau Metropolitan, micropolitan, and related statistical area delineation files, September 2019
3) Japan is not included in the list of top locations or location deep-dives

SOURCE : Draup's proprietary talent module

Global Talent Hotspots – New Age Functions: Talent Availability across emerging new Age HR Functions is aggressively increasing with United States, United Kingdom and India being the top hubs producing high relevant talent pool in People Analytics, HR Data Analytics, Business Continuity and Future of Work

NEW AGE HR FUNCTIONS – HOTSPOTS



TALENT AVAILABILITY INDEX

High	> 1,000
Moderate	300-1,000
Low	<300

TOP LOCATIONS

New York City	1,600
London	1,200
San Francisco	1,100
Washington DC	1,000
Bengaluru	900
Shanghai	900
Beijing	800
Los Angeles	700
Chicago	650
Sao Paulo	650
Dallas-Fort	650
Boston	620
Atlanta	580
Buenos Aires	550
Jakarta	500
Delhi NCR	500
Toronto	470
Philadelphia	430
Manila	400
Melbourne	400
Seattle	400
Sydney	400
Mumbai	380
Houston	370
Singapore	360
Minneapolis	360
Hyderabad	330
Denver	320

Note: 1) Israel is the only location analyzed at country-level. All other locations are analyzed at metropolitan area- level
2) In the USA, MSA of the location is used for the analysis. Location definitions are based on U.S Census Bureau Metropolitan, micropolitan, and related statistical area delineation files, September 2019
3) Japan is not included in the list of top locations or location deep-dives

SOURCE : Draup's proprietary talent module

Traditional & Emerging Functional Skills Dashboard: Traditional skills in the analyzed job roles are evolving with the adoption of digital platforms such as HR Management system, Applicant Tracking System; Agile methodologies, analytics, employer branding, psychometric profiling, organizational archetype are some of the emerging skills

JOB FAMILIES	TRADITIONAL FUNCTIONAL SKILLS			TOOLS/ PLATFORMS	EMERGING FUNCTIONAL SKILLS		
HR OPERATIONS & COMPENSATION *Establish procedures to ensure timely investigations for employee issues including disciple, performance and give advice to Performance Management, Talent Management, Employee Relations, Compensation & Benefits and Learning & development*	Business Administration	ROI Analysis	Employees Action Processing	**Office Suite**	Data Management	Business Intelligence	Data Modelling
	Negotiation	Data Ops	Document Filing	**HR Management Systems (Workday, SAP, Oracle)**	Data Operations	SHRM	Understanding Tech Stacks
	HR Acumen	Employee Payroll	Onboarding/ Offboarding Processes	**Reporting Tools (Tableau, Power BI)**	Employer Branding	Data Analysis	HR Trends Analysis
	Benefits Administration	Talent Management	Operations Service Delivery	**HR Management Systems (Workday, SAP, Oracle)**	Data Analytics	Agile Methodologies	Organisational Archetype
	Employee Benefits	Job Training	HR Procedures	**Compensation Management System (Varicent)**	Trend Analysis	Quantitative & Problem-Solving Skills	Creative Design Thinking
RECRUITMENT & TALENT ACQUISITION *Responsible for finding, recruiting, hiring and retaining employees along with planning, developing and implementing talent acquisition strategies for the organization*	Team Development	Stakeholder Management	Offer Management	**Office Suite**	Social Selling	Statistical Modelling	Psychometric Profiling
	Domain Hiring Expertise	Data Interpretation	Cross Functional BU Interaction	**R/Python/SQL**	Qualitative Analysis	Boolean Search	Employee Listening
	Candidate Experience	Recruitment	Hiring Demand Forecast	**Recruitment CRM (Yello, Beamery Avature)**	Understanding Technology Stacks	Strategic Agile Workforce Planning	Employer Branding
	Interview process Management	Employee Engagement	Workforce Planning	**ATS (Icims, TurboHire, Smart recruiters, Lever, Greenhouse)**	Mobile Recruitment	Data Warehousing & Visualization	People Metrics
	Succession Planning	Candidate Assessment & Screening	Work documentation	**Resume Databases**	Digital employee engagement	Analytical Decision Making	Creative Design Thinking

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Note: Draup tracks 650M+ professional profiles and 65M+ Job descriptions annually to gather a comprehensive skills database

Traditional & Emerging Functional Skills Dashboard: Traditional skills in the analyzed job roles are evolving with the adoption of digital platforms such as HR management system, reporting tools, e learning and employee engagement platforms; Agile methodologies, analytics, data visualization & interpretation are some of the emerging skills

JOB FAMILIES	TRADITIONAL FUNCTIONAL SKILLS			TOOLS/ PLATFORMS	EMERGING FUNCTIONAL SKILLS		
TALENT TRANSFORMATION & ORG DEVELOPMENT *Developing, implementing learning strategies, career plans that support business objectives, building relationships with key stakeholders and collaborates within and across Development, HR and other key businesses to align development initiatives*	Talent Capability Assessment	Coaching/Training	Development Initiatives	**Office Suite**	Data Driven Business Writing Skills	Agile Organizational Development	Change Management
	Training Platform Management	Workforce Planning	Organizational Behavior	**Altryx, R/Python,SQL**	Competitive Analysis	Digital Learning Solutions (AR/VR/XR)	Hierarchical Design
	Interview Personnel Analysis	Development Program Implementation	Survey Design & Analysis	**Reporting Tools (Tableau, Power BI)**	Business Analysis	Data Visualization	Initiative Assessment
	Budget Planning	Career Planning	Content Delivery & Management	**HR Management Systems (Oracle Taleo, Workable, workday)**	Talent & Workforce Analytics	Data Management Applications	Systems Thinking
	Resource Allocation	Web Content Writing	Instructional Design	**E – Learning Platforms (Elucidat, isEazy, Adobe Captive)**	Operating Model Design	Design Thinking	Quantitative Analysis
EMPLOYEE ENGAGEMENT & EXPERIENCE *Designing, implementing, benchmarking HR plan in consensus with management, implementing new policies, developing employee communication, engagement strategies for creating great employee*	Engagement Roadmap Building	Influential Skills	Employee Experience Survey Analysis	**Digital collaboration tools (Slack, Trello, Mural, Box)**	Product Development Lifecycle (Launch, Adoption)	Graphic Based Content Creation	Change Management
	Business Administration	HR Budgeting	Content Marketing	**HR Management Systems (Workday, SAP, Oracle)**	Agile/Lean Six Sigma/PMP	Consulting Skills	Creative Design Thinking
	HR Policies	Brand Management	Employee Relation Management	**Python, R, ML**	Analytical Skills	Data Driven Result Making	Strategic Planning
	Go to Market Strategies	Employee Engagement Strategy Building	HR Acumen	**Employee Engagement Tools (YouEarnedIt, TINYPlus, GLINT)**	Digital Employee Engagement	Data Interpretation (Redshift, Oracle)	Hypotheses Building
	Cross Functional BU		Social Media	**MS Office Suite**	Data Modeling		

Note: Draup tracks 650M+ professional profiles and 65M+ Job descriptions annually to gather a comprehensive skills database

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Core & Preferred Functional Skills Dashboard: Skills such as DEI strategy, policy & program development, diverse talent attraction are most prominent for Diversity function whereas skills like data analytics & visualization, ETL management, BI are important for People Analytics; Sourcing tools, BI Reporting and analytical tool are used by these new age roles

JOB FAMILIES	CORE FUNCTIONAL SKILLS			TOOLS/ PLATFORMS	PREFERRED SKILLS		
DIVERSITY & INCLUSION *Creating policies and programs to promote diversity within an organization and ensure implementation of legislation and employment law regulations to support departmental diversity and inclusion*	Change Management	Corporate Social Justice	Diplomacy	**Office Suite**	Diversity Hiring	Data Visualization	Sourcing Techniques
	Employee Relations	Public Relations and Communication	Legal guideline	**Texito**	Employer Branding	Data analysis & Synthesis skills	Boolean Search
	Brand Messaging	DEI Policy & Program Development	Ethical Guideline	**Gap Jumpers**	Mental Well being	Social Media Engagements	Social Selling
	Development initiative	DEI Strategy	Independent judgment	**Sourcing Tools (Social Recruiter, LinkedIn Recruiter)**	Video Based Branding	Roadmap Design	Emotional Intelligence
	Diverse Talent Attraction & Retention	Politically savvy	Risk and Opportunity Identification	**Tableau/PowerBI**	Personalized EVP	DEI Analytics	Organizational Archetype
PEOPLE ANALYTICS *Transform data and analytics into insights and recommendation across People's function (Recruiting, L&D, Career Development, Core HR, Career Services etc) to frame key issues, build models and support analytical efforts like performance trend analysis, recruiting funnel analysis etc*	Data Mining	Data Visualization	Data Reporting	**BI Reporting Tools (Cognos, Tableau, Microstrategy, QuickSight, Redshift, Cluster, Datanet)**	Root Cause Analytics Approach	Probabilistic Graphical Model (Bayesian Network, Hidden Markov Model)	Data Science
	Data Analytics	Process Improvement	Quantitative Analysis	**Advanced Excel, Power Point**	Lean Six – Sigma, DMAIC/Agile	Cross functional, multi geographic team player	Design Thinking
	Workforce Planning	ETL Management	HR Technology Roadmap	**Statistical Software (SPSS, LISREL)**	Modeling High Dimensional Data, Natural Language Processing	Sound Business Judgement	Decision Science
	Employee Trends Analysis	Ad hoc Analysis	Business Intelligence	**Analytical Tools (ML, R, SQL, Python, SAS, STATA)**	New Solution Development	Forecasting & Anomaly Detection	Advance Statistical Skills
	Organization Skills	Statistical Analysis	HR Management				

Note: Draup tracks 650M+ professional profiles and 65M+ Job descriptions annually to gather a comprehensive skills database

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Core & Preferred Functional Skills Dashboard: Data analytics and reporting, risk management, design thinking, statistical analysis and organizational development are some of the common core skills among the analyzed job functions; GRC, CRM, ERP, SAS, SPSS are the software adopted by these new age job functions

JOB FAMILIES	CORE FUNCTIONAL SKILLS			TOOLS/ PLATFORMS	PREFERRED SKILLS	
HR DATA ANALYTICS *Implement strategic digital HR transformation programs and develop roadmap to implement automation features and functionality across all HR processes*	Quantitative Analysis	Performance Management	Leadership	**R, PowerBI, SAC**	Data Warehousing	Relational Database Tools
	Data Modeling	Reconciliation Of Headcount	Data Aggregation	**Office Suite**	Database Architecture	Trend Highlight
	Reporting	Succession Planning	Data Mining	**SAS**	Data Engineering	Leaver Analysis
	Statistical Techniques	Employee Lifecycle	Collaboration	**SQL**	Data Visualization	Machine Learning
	Analytics	Engagement Level	Data Audit	**SPSS**	Data Analytics	Design Thinking
BUSINESS CONTINUITY *Protecting and ensuring continued productivity and resilience of workforce, developing protocols for safety and well being of employees and maintaining HR specific business continuity program*	Risk Management	Risk Analysis	Influential Skills	**Office Suite**	Data Analytics	Service Management Framework Design & Implementation
	Business Administration	Process Mapping	Organizational Skills	**GRC Software**	Data Engineering	Agile Methodologies
	Business Acumen	HR Policies	Documentation & Reporting	**EverBridge, Fusion**	Matrix Management	PMO Mobilization & Run
	Project Management	Analytical Thinking	HR Management	**CRM, ERP, SAP**	Access Management	Training Delivery
	Relationship Management	Cross Functional Program Management	Organizational Development	**SharePoint, Air Table**	Design Thinking	Change Management
FUTURE OF WORK *Develops methodical process for future of businesses, smooth functioning of work from home operations*	Data Collection	Design Thinking	Business Administration	**HRIS, SAP, Workday, HR Access**	Qualitative Analysis (Interview, Focus Group, Survey Verbatims)	Quantitative Data Analysis
	Reporting	Analytics	HR Policies	**Office Suite**	Data Visualization Story Telling	Agile/Scrum Methodologies
	Project Management	Coaching/Training	Organizational Development	**Atlas TI, Nvivo**	Chatbot	E – Learning
	HR Digitalization	HR Services	Statistical Analysis	**UX Design**	Chatbot Content Development	Microsoft Bot Framework

Note: Draup tracks 650M+ professional profiles and 65M+ job descriptions annually to gather a comprehensive skills database

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Learning Path Analysis – Agile HR Manager: 5 unique skill modules namely Human Resource Management, Accounting, Human Capital Management, Business Intelligence & Data Analysis and Agile Methodology have been identified for foundational to intermediate proficiency for Agile HR Manager

Human Resource Management	Accounting	Human Capital Management	Business Intelligence & Data Analysis	Agile Methodology
Courses **Diploma Course in Human Resource Management** Udemy **Complete Human Resource Management setup workflow & toolkit** Udemy **Organization structure , Bands and Grades Structures** Udemy	**Courses** **Financial Accounting – Payroll** Udemy **Performance Management and Compensation Management in HRM** Udemy	**Courses** **The Human Resources Certification Program (HRCI – PHR/SPHR)** Udemy **Human Resource Information System (HRIS)** Linkedin **SAP HCM (Human Capital Management) Certification Training** Udemy **Talent management** Udemy	**Courses** **Business Intelligence** Skill Soft **A Complete Guide to Data Visualization** Udemy **Tableau 2020 A-Z: Hands-On Tableau Training for Data Science** Udemy **Microsoft Power BI Desktop for Business Intelligence** Udemy	**Courses** **HR - Agile HR Fundamentals** Udemy **The Complete Project Management Fundamentals Course** Udemy **Agile Project Management** Skillsoft
35 Hrs	45 Hrs	50 Hrs	35Hrs	45 Hrs

Agile HR Manager

Estimated Time for Course Completion →

Foundational - Intermediate Proficiency
4 Months – 4.5 Months (210 Hrs)

Online Certifications

SHRM Certified Professional

PMI-ACP Project Management Institute-Agile Certified Practitioner

Sample Projects

Consolidation of employee information databases

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
5 Months – 5.5 Months (260 Hrs)

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – HR Operations Roles: Apart from adjacent HR roles like Employee Relations Manager, Administrative Manager, Operation Manager can be upskilled to HR Operations Roles; Professionals with Account Management, BDM, Customer Service and Compliance background can also be reskilled to HR Operations roles

Starting Roles	HR Business Partner	HR Specialist	Agile HR Manager
Employee Relations Manager	9.0	7.5	8.5
Recruiting Coordinator	7.9	8.5	8.1
Administrative Manager	7.7	7.9	8.6
Payroll Analyst	7.7	8.2	8.1
Administrative Assistant	6.6	8.4	8.1
Customer Service Manager	6.8	7.5	8.4
Operations Manager	7.6	6.6	8.4
Project Coordinator	6.7	8.0	7.7
Account Manager	6.6	7.3	8.0
Business Development Executive	6.6	7.9	7.2
Change Management Analyst	8.0	7.2	6.4
Customer Service Specialist	5.5	6.9	6.1
Marketing Associate	5.4	6.8	6.5
Account Executive	6.2	6.5	6.0
Legal Assistant	5.6	6.4	6.3
Business Analyst	7.0	6.3	6.0
Communications Manager	7.5	5.3	6.7
Sales Manager	6.6	5.8	6.5
Compliance Analyst	5.9	6.2	6.0
Production Manager	6.1	5.4	6.4
Accounting Analyst	4.8	6.2	5.5
Compliance Manager	6.3	4.5	5.3
Procurement Manager	5.3	4.5	5.2
Supply Chain Manager	5.1	4.5	5.4
Contract Manager	5.0	4.5	5.1

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Learning Path Analysis – Compensation & Benefits Manager: 5 unique skill modules namely Human Resource Management, Accounting, Compensation & Benefits, Compensation Management System and Data Analysis & Visualization have been identified for foundational to intermediate proficiency for Compensation & Benefits Manager

Human Resource Management	Accounting	Compensation & Benefits	Compensation Management System	Data Analysis & Visualisation
Courses **Diploma Course in Human Resource Management** Udemy **Complete Human Resource Management setup workflow & toolkit** Udemy	**Courses** **Financial Accounting – Payroll** Udemy **Organization structure , Bands and Grades Structures** Udemy **Employment Law Compliance Made Easy** Udemy	**Courses** **Performance Management and Compensation Management in HRM** Udemy **Performance Appraisal & Talent Management** Udemy **Managing Compensation & Benefits** Udemy **Compensation & Benefits: Organisational Responsibilities** Udemy	**Courses** **Oracle Fusion HCM - Workforce Compensation** Udemy **Payroll Accounting With Visually Effective Excel Dashboards** Udemy **SAP HCM (Human Capital Management) Certification Training** Udemy	**Courses** **Data Analysis Essentials using Excel** Udemy **A Complete Guide to Data Visualization** Udemy **Tableau 2020 A-Z: Hands-On Tableau Training for Data Science** Udemy **Microsoft Power BI Desktop for Business Intelligence** Udemy
30 Hrs	**30 Hrs**	**45 Hrs**	**40Hrs**	**45 Hrs**

Compensation & Benefits Manager

Estimated Time for Course Completion →

Foundational - Intermediate Proficiency
3.5 Months – 4 Months (190 Hrs)*

Online Certifications

Certified Compensation Professional (CCP)

Sample Projects

Checking eligibility for employee stock option plan (ESOP)

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
4.5 Months – 5 Months (240 Hrs)

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – Compensation Roles: Apart from adjacent HR roles like Payroll Analyst, Accounts Receivable Specialist, Billing Specialist can be upskilled to Compensation Roles; Professionals with Finance, Accounting, Administration, Tax, Customer Service, Planning & Compliance background can also be reskilled to Compensation roles

Starting Roles	Payroll Analyst	Payroll Specialist	Payroll Manager	Compensation & Benefits Specialist	Compensation & Benefits Manager
Accounts Receivable Specialist	8.7	8.7	8.3	8.3	7.8
Billing Specialist	8.3	8.5	7.5	8.0	7.0
Accounting Analyst	8.3	8.1	7.7	7.6	7.2
Employee Relations Manager	5.2	8.4	8.2	7.9	8.4
Payroll Analyst		8.9	8.2	8.5	7.0
Administrative Assistant	8.3	7.9	5.8	7.4	5.7
Recruiting Coordinator	7.5	7.2	6.5	6.7	6.0
Customer Service Specialist	7.3	7.5	5.5	7.0	5.0
Account Manager	6.1	6.6	6.4	6.1	6.3
Tax Analyst	7.3	7.0	5.5	6.5	5.0
Operations Manager	5.7	6.2	6.3	5.7	6.2
Tax Accountant	7.3	7.0	4.5	6.5	4.5
Financial Analyst	6.1	6.0	5.9	5.9	5.5
Customer Service Manager	6.1	6.3	5.5	5.8	5.4
Pricing Analyst	6.0	5.8	5.7	5.6	5.5
Finance Manager	5.5	6.0	5.7	5.5	6.0
Planning Manager	5.5	5.8	5.9	5.3	5.8
Compliance Manager	5.4	5.9	5.7	5.4	5.9
Administrative Manager	5.8	6.0	5.5	5.5	5.2
Compliance Analyst	6.0	5.8	5.6	5.7	4.5
Project Coordinator	5.9	5.7	5.4	5.2	4.9
Business Development Manager	5.0	5.4	5.2	4.9	5.4
Retail Sales Manager	5.3	5.5	5.3	5.0	4.8
Legal Assistant	5.7	5.5	4.9	5.0	4.6
Account Executive	5.6	5.2	5.0	4.7	4.5

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Learning Path Analysis – Talent Acquisition Manager: 5 Unique skill modules namely Human Capital Management, Strategic Talent Acquisition, Applicant Tracking System, Employer Branding and Digital Employee Engagement have been identified for foundational to intermediate proficiency for Talent Acquisition Manager

Human Capital Management	Strategic Talent Acquisition	Applicant Tracking System	Employer Branding	Digital Employee Engagement
Courses **The Human Resources Certification Program (HRCI – PHR/SPHR):** Udemy **Performance Management For Managers:** Udemy **Talent Management: Applying the Fundamentals:** Udemy **Strategic Workforce Planning:** Udemy	**Courses** **Recruiting: Talent Acquisition & Hiring:** Udemy **Social Recruitment Fast Track:** Udemy **Developing an Employee Onboarding Program:** Udemy **Essentials: Interviewing Made Easy:** Udemy **Strategic Recruitment for the Workplace of the Future:**	**Courses** **Human Resources Applicant Tracking system:** Udemy **CRM Software:** Udemy	**Courses** **Employer Branding for Talent Acquisition:** Udemy **Becoming a World Class Employer Branding Professional:** Udemy	**Courses** **Employee Engagement Certification Management Coaching:** Udemy **Talent Management: Onboarding for High Employee Engagement** Udemy **SAP Business Analytics Essential Training: SAP BI, EPM, GRC** Udemy
40 Hrs	45 Hrs	30 Hrs	20 Hrs	40 Hrs

Talent Acquisition Manager

Estimated Time for Course Completion →

Foundational - Intermediate Proficiency
3.5 Months – 4 Months (175 Hrs)*

Online Certifications

Professional Recruiter Certification AIRS
Advanced Certified Internet Recruiter AIRS

Sample Projects

Design of job posting templates for recruiters

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
4.5 Months – 5 Months (225 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – Talent Acquisition Roles: Apart from adjacent HR roles like HR Specialist, Administrative Assistant, Project Coordinator can be upskilled to Talent Acquisition Roles; Professionals with Sales Management, BDM, Customer Service, Project & Product Specialisation, Marketing background can also be reskilled to TA roles

Starting Roles	Technical Recruiter	Talent Acquisition Specialist	Talent Acquisition Manager
Human Resources Specialist	8.3	8.4	8.4
Administrative Assistant	7.8	8.4	7.2
Project Coordinator	8.0	8.2	7.0
Business Development Executive	6.9	8.0	7.8
Account Manager	6.5	7.5	8.0
Customer Service Specialist	7.2	8.2	6.5
Customer Service Manager	6.7	8.1	7.5
Administrative Manager	6.2	7.5	7.7
Account Executive	7.0	7.5	6.5
Product Specialist	7.5	6.8	6.0
Project Associate	7.0	7.3	5.7
Marketing Associate	6.6	6.9	6.5
Business Development Manager	4.9	6.6	8.0
Sales Manager	4.8	6.8	7.5
Retail Sales Manager	5.5	7.0	6.5
Operations Manager	5.3	6.4	7.2
Legal Assistant	6.2	6.5	6.1
Market Research Analyst	5.6	6.8	6.3
Customer Experience Manager	4.7	6.7	7.2
Compliance Analyst	5.7	6.3	6.1
Payroll Analyst	5.5	6.5	6.0
Legal Counsel	5.7	6.4	5.9
Project Manager	4.5	6.3	6.8
Marketing Manager	4.6	5.8	6.6
Business Analyst	4.5	6.0	5.4

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Learning Path Analysis – Org & Talent Transformation Manager: 5 Unique skill modules namely Human Resource Management, Business Management, Learning & Development, Agile Organizational Development and Strategy Building have been identified for foundational to intermediate proficiency for Org & Talent Transformation Manager

Human Resource Management	Business Management	Learning and Development	Agile Organizational Development	Strategy Building
Courses **Diploma Course in Human Resource Management** Udemy **Human Resource Information System (HRIS)** Linkedin **Talent management** Udemy	**Courses** **Diploma Course in Leadership & Business Management : DLBM** Udemy **Business Management and Strategy: HR Function & Business Environment**	**Courses** **BlendedX: Blended Learning with edX** edX **How To Create A Learning Management System With Wordpress** Udemy	**Courses** **Leadership & Organizational Development** Udemy **Change Management: Real World Strategies & Tools** Udemy **Agile Project Management** Skillsoft **Human Resource Development: Regulations & Org Development** Udemy	**Courses** **Business Strategy Execution: Agile Organization Design** Udemy **Talent Management and Succession Planning** Udemy **Workforce Planning & Employment** Udemy **Strategic Workforce Planning:** Udemy
25 Hrs	**20 Hrs**	**30 Hrs**	**40 Hrs**	**35 Hrs**

Org & Talent Transformation Manager

Estimated Time for Course Completion

Foundational - Intermediate Proficiency
3 Months – 3.5 Months (150 Hrs)*

Online Certifications

Organization Development Certification Program
Institute of Organization Development

Sample Projects

Improved learning module design with self-evaluation sections

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
4 Months – 4.5 Months (200 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – Org Development Roles: Apart from adjacent HR roles like HR Specialist, Project Coordinator, Product Specialist can be upskilled to Org Development Roles; Professionals with Administration, Customer Service, Change & Project Management, Analytics, Planning background can also be reskilled to Org Development

Starting Roles	Workforce Planning Specialist	Learning & Development Specialist	Learning & Development Manager	Organisation & Talent Transformation Manager
Human Resources Specialist	7.9	8.5	8.4	7.0
Recruiting Coordinator	7.5	7.9	7.2	6.6
Employee Relations Manager	7.2	7.3	6.7	6.8
Project Coordinator	6.7	7.8	7.1	4.5
Customer Service Manager	6.5	7.9	7.9	3.7
Business Analyst	6.7	6.8	6.5	5.7
Administrative Manager	5.9	7.2	7.7	4.7
Change Management Analyst	6.6	7.4	6.5	4.5
Project Manager	5.5	7.2	7.6	4.5
Administrative Assistant	6.5	7.5	6.3	4.4
Customer Service Specialist	7.1	7.5	6.5	3.5
Product Specialist	5.2	7.7	7.4	2.9
Operations Manager	4.8	6.5	7.0	5.3
Planning Analyst	7.6	6.4	6.1	4.4
Marketing Associate	4.8	7.0	6.5	5.5
Process Analyst	5.0	6.5	6.3	4.9
Data Analyst	6.0	6.0	5.8	4.8
Account Manager	4.3	6.7	6.9	4.5
Business Development Executive	4.4	7.0	6.5	4.5
Market Research Analyst	6.6	5.9	5.2	4.6
Account Executive	3.9	6.9	6.5	4.5
Business Development Manager	2.4	7.0	7.2	4.8
Fraud Intelligence Analyst	7.0	5.0	4.4	3.6
Compliance Manager	2.5	5.3	7.1	3.6
Compliance Analyst	3.3	6.0	5.0	3.8

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Learning Path Analysis – Employee Engagement Manager: 5 Unique skill modules namely Human Resource Management, HR Compliance, Brand Management, Digital Collaboration and Agile Employee Engagement have been identified for foundational to intermediate proficiency for Employee Engagement Manager

Human Resource Management	HR Compliance	Brand Management	Digital Collaboration	Agile Employee Engagement
Courses **The Human Resources Certification Program (HRCI – PHR/SPHR):** Udemy **Certification Course in Industrial Relations Code** Udemy **Strategic HR in Modern Times** Udemy **Human Resource Information System (HRIS)** Linkedin **Diploma Course in HR Management** Udemy	**Courses** **HR 101: Compliance Made Easy** Udemy **Diploma in Labor Laws and Statutory Compliances for HRs** Udemy **Certification Course in Industrial Relations Code** Udemy **Employment Law Compliance Made Easy** Udemy	**Courses** **Strategic Brand Management** Udemy **Personal Branding – The power of Visual Storytelling** Udemy **Customer Experience: Brand Purpose & Employee Alignment** Udemy	**Courses** **Digital Tools For Acquisition, Conversion and Retention** Udemy **SLACK, Future of Business Communications** Udemy **HR Analytics & Dashboarding - Advanced Course** Udemy **HR and Employee Dashboard using MS Excel** Udemy	**Courses** **Employee Engagement Certification Management Coaching:** Udemy **Employee Journey Mapping for HR using Design Thinking** Udemy **Improve People Management and Build Employee Engagement** Udemy **Adopting Agile in Your Team & Organization** Udemy

Employee Engagement Manager

20 Hrs | 20 Hrs | 25 Hrs | 30 Hrs | 35 Hrs

Estimated Time for Course Completion →

Foundational - Intermediate Proficiency
2.5 Months – 3 Months (130 Hrs)*

Online Certifications

Employee Relations Specialist Certification CERS
Project Management Professional PMP

Sample Projects

Discrimination and harassment compliance audit and monitoring

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
3.5 Months – 4 Months (180 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – Employee Engagement Roles: Apart from adjacent HR roles like HR Specialist, Compliance Analyst, Digital Marketing Analyst can be upskilled to Employee Engagement Roles; Professionals with Market Research, Campaign & Advertising, Administration, Analytics background can be reskilled to Employee Engagement Roles

Starting Roles	Employee Engagement Analyst	Employee Engagement Manager
Human Resources Specialist	8.4	8.1
Recruiting Coordinator	7.3	6.6
Payroll Analyst	7.2	6.0
Compliance Analyst	6.7	5.7
Digital Marketing Analyst	6.6	5.5
Digital Marketing Manager	5.1	6.2
Market Research Analyst	6.5	5.2
Advertising/Promotions Manager	5.2	6.0
Campaign Manager	5.3	5.9
Operations Manager	5.5	5.6
Communications Manager	5.1	6.0
Accounting Analyst	6.1	4.9
Administrative Manager	4.5	5.9
Billing Manager	5.0	5.1
Administrative Assistant	5.5	4.5
Customer Service Manager	4.9	5.0
Business Intelligence Analyst	5.0	4.5
Account Executive	5.3	3.5
Inventory Analyst	5.3	3.2
Data Analyst	5.3	3.0

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Learning Path Analysis – Diversity & Inclusion Manager: 5 Unique skill modules namely Human Resource Management, Ethical Workplace Practices, Global Talent Acquisition, Digital Employer Branding and Diversity & Inclusion have been identified for foundational to intermediate proficiency for Diversity & Inclusion Manager

Human Resource Management	Ethical Workplace Practices	Global Talent Acquisition	Digital Employer Branding	Diversity & Inclusion
Courses **The Human Resources Certification Program (HRCI – PHR/SPHR):** Udemy **Talent Management: Applying the Fundamentals:** Udemy **Strategic Workforce Planning:** Udemy **Human Resource Information System (HRIS)** Linkedin **Diploma Course in HR Management** Udemy	**Courses** **Ethical and Professional Human Resources (HR)** Udemy **Employment Law Compliance Made Easy** Udemy **Administrative Human Resources (HR) for Beginners** Udemy **Psychology of Diversity and Unconscious Bias** Udemy	**Courses** **Recruiting: Talent Acquisition & Hiring:** Udemy **Social Recruitment Fast Track** Udemy **Recruiting & Talent Acquisition – Value Stream Mapping (VSM)** Udemy	**Courses** **Becoming a World-Class Employer Branding Professional** Udemy **Personal Branding – The power of Visual Storytelling** Udemy **How to Build a Brand on Social Media** Udemy	**Courses** **A Diversity Deep-Dive, Leadership Insights and Lessons!** Udemy **How to Implement a Workplace Diversity and Inclusion Program** Udemy **Diversity Hiring: Recruitment, Interviewing & Inclusion** Udemy **Organizational Behavior and People Management** Udemy
20 Hrs	35 Hrs	30 Hrs	25 Hrs	40 Hrs

Diversity and Inclusion Manager

Estimated Time for Course Completion

Foundational - Intermediate Proficiency
3 Months – 3.5 Months (150 Hrs)*

Online Certifications

Employee Relations Specialist Certification CERS
Certified Diversity & Inclusion Recruiter CDR

Sample Projects

Identification of needs of diverse workforce

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
4 Months – 4.5 Months (200 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – Diversity & Inclusion Roles: HR Roles like HR Manager, TA Manager, Employee Retention Manager can be upskilled to Diversity & Inclusion Roles; Professionals with Data Analytics, Business Intelligence, Business Development, Advertising, Planning background can also be reskilled to Diversity & Inclusion Roles

Starting Roles	Diversity & Inclusion Manager
Human Resources Manager	7.5
Talent Acquisition Manager	7.2
Employee Relations Manager	6.6
Data Analytics Manager	6.5
Development Manager	6.5
Partner Sales Manager	6.4
Business Intelligence Manager	6.4
Business Development Manager	6.4
Advertising/Promotions Manager	6.3
Sales Manager	6.3
Planning Manager	6.3
Commercial Sales Manager	6.2
Business Intelligence Analyst	6.2
Administrative Manager	6.2
Campaign Manager	6.2
Change Manager	5.5
Compliance Manager	5.5
Customer Experience Manager	5.5
Project Manager	5.4
Public Relations Manager	5.4

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Learning Path Analysis – People Analytics Specialist: 5 Unique skill modules namely Human Resource Management, Accounting, Data Analytics, Statistical & Mathematical Modelling and Data Engineering have been identified for foundational to intermediate proficiency for People Analytics Specialist

Human Resource Management	Accounting	Data Analytics	Statistical & Mathematical Modelling	Data Engineering
Courses	**Courses**	**Courses**	**Courses**	**Courses**
Diploma Course in Human Resource Management Udemy **Human Resource Information System (HRIS)** Linkedin **Talent management** Udemy	**Financial Accounting – Payroll** Udemy **Performance Management and Compensation Management in HRM** Udemy	**Complete Data Wrangling & Data Visualisation With Python** Udemy **SQLServer 2019 Data Analytics & Tableau Data Visualisation** Udemy **Microsoft Power BI Desktop for Business Intelligence** Udemy	**Statistics for Data Science and Business Analysis** Udemy **Advanced Management - Data Driven Charismatic Leadership** Udemy **SPSS Masterclass: Learn SPSS From Scratch to Advanced** Udemy	**The Ultimate Hands-On Hadoop: Tame your Big Data!** Udemy **ETL Testing: From Beginner to Expert** Udemy
25 Hrs	**30 Hrs**	**45 Hrs**	**55 Hrs**	**65 Hrs**

People Analytics Specialist

Estimated Time for Course Completion

Foundational - Intermediate Proficiency
4 Months – 4.5 Months (220 Hrs)*

Online Certifications

SHRM People Analytics Specialty Credential

Sample Projects

Integration of multiple payroll systems for remote locations

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
5.5 Months – 6 Months (270 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Learning Path Analysis – HR Data & Analytics Reporting Specialist: 5 Unique skill modules namely Human Resource Management, Statistical & Mathematical Modelling, Programming Languages, Data Analytics and HR Analytics have been identified for foundational to intermediate proficiency for HR Data & Analytics Reporting Specialist

Human Resource Management	Statistical & Mathematical Modeling	Programming Languages	Data Analytics	HR Analytics
Courses **The Human Resources Certification Program (HRCI – PHR/SPHR):** Udemy **Diploma Course in HR Management** Udemy **Employee Performance Management From Zero to Hero** Udemy **Human Resource Information System (HRIS)** Linkedin **Performance Management For Managers:** Udemy	**Courses** **Statistics for Data Science and Business Analysis** Udemy **Advanced Management - Data Driven Charismatic Leadership** Udemy **SPSS Masterclass: Learn SPSS From Scratch to Advanced** Udemy	**Courses** **The Complete Python Course | Learn Python by Doing** Udemy **Data Science & Machine Learning Bootcamp with R** Udemy	**Courses** **Excel 365 Advanced** Udemy **HR Reporting & HR Dashboard** Udemy **SQL - MySQL for Data Analytics and Business Intelligence** Udemy **Data Visualization & Communication with Tableau** Udemy **Modern Business Intelligence** Udemy	**Courses** **HR Analytics & Dashboarding** Udemy **HR Analytics Master Course with Excel, Python & R** Udemy **HR Analytics: Factors impacting appraisal (excel analytics)** Udemy **Hands-on HR Analytics - Predict job offer drop out using R** Udemy **Workforce Analytics for HR** Udemy

HR Data & Analytics Reporting Specialist

20 Hrs | 55 Hrs | 65 Hrs | 50 Hrs | 50 Hrs

Estimated Time for Course Completion →

Foundational - Intermediate Proficiency
4.5 Months – 5 Months (240 Hrs)*

Online Certifications

Applied HR Analytics Certificate Course
Udemy

Sample Projects

Process mapping and risk management of acquisition integration process

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
5 Months – 5.5 Months (290 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Learning Path Analysis – Business Continuity Specialist: 5 Unique skill modules namely Human Resource Management, Business Management, Business improvement, Risk Management and Agile/Scrum Methodology have been identified for foundational to intermediate proficiency for Business Continuity Specialist

Human Resource Management	Business Management	Business Improvement	Risk Management	Agile/Scrum Methodology
Courses **Diploma Course in Human Resource Management** Udemy **Human Resource Information System (HRIS)** Linkedin **Talent management** Udemy	**Courses** **Diploma Course in Business Management and Entrepreneurship** Udemy **Business Management Fundamentals** Udemy **Business Continuity Management System. ISO 22301.** Udemy	**Courses** **Leadership, Business Process Improvement, & Process Mapping!** Udemy **Continual Improvement Proficiency for Business Leaders** Udemy **Rapid Business Improvement** Udemy	**Courses** **Risk Management: Master FMEA/FMECA & Criticality from A to Z** Udemy	**Courses** **The Complete Project Management Fundamentals Course** Udemy **Agile Project Management** Skillsoft **Agile BM 101 Introduction to Agile Business Management** Udemy
25 Hrs	35 Hrs	30 Hrs	20 Hrs	40 Hrs

Business Continuity Specialist

Estimated Time for Course Completion

Foundational - Intermediate Proficiency
3 Months – 3.5 Months (150 Hrs)*

Online Certifications

Certified Business Continuity Professional (CBDP) DRI International

Sample Projects

Benchmarking profit sharing with competitors

Projects, Certification Preparation and Exam Time : 50 Hrs

Job Ready Proficiency
4 Months – 4.5 Months (200 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – New Age HR Roles: Professionals with Data Analytics, Business Intelligence, Statistics background can be upskilled to People Analytics and HR Data & Analytics Specialist; Professionals with HR, Business Intelligence, Market Research, Project & Change Management background can be upskilled to Business Continuity Roles

Starting Roles	People Analytics Specialist	HR Data & Analytics Specialist	Business Continuity Advisor
Data Analyst	8.9	7.8	5.9
Business Intelligence Analyst	8.2	7.3	8.8
Business Analyst	8.4	6.6	8.2
Data Manager	8.0	6.9	6.3
Business Intelligence Manager	7.2	7.7	8.5
Data Scientist	7.0	7.7	4.5
Data Analytics Manager	7.0	7.5	6.8
Data Architect	6.6	7.4	4.5
Marketing Analyst	8.3	6.3	6.7
Statistical Analyst	7.7	6.0	5.8
Pricing Analyst	8.1	4.9	5.3
Statistician	7.8	5.2	5.0
Market Research Analyst	8.0	5.0	6.6
Project Management Analyst	8.0	4.9	7.0
Systems Analyst	7.3	4.5	5.0
Planning Analyst	7.4	4.5	6.5
Applications Developer/Engineer	6.2	5.5	4.5
Change Management Analyst	5.8	5.1	7.1
Human Resources Specialist	6.0	4.9	7.5
Employee Relations Analyst	5.4	4.9	7.3

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Deep Dive – Legal

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Legal Job Roles Taxonomy: Litigation & Conflict Management, IP & Contracts Management and Privacy & Compliance are the three identified sub functions; Most of the roles are influenced digitally due to immense integration with AI & cloud platforms; Roles specializing in Analytics, Digital & Technology Transformation are emerging in these sub functions

	Litigation & Conflict Management				IP & Contracts Management		
Leadership	Vice President, Regional and Corporate Law	SVP Chief People & Legal Officer	Chief of Legal Affairs		Director, Contracts	VP and Chief IP Counsel	Patent Counsel
	Director, Regulatory Affairs	General Counsel	Director, Legal Business & Strategy		Director, Head of Patents	IP Counsel	Global Contract Manager
Management	Legal Business Partner	Investigations Engineering Manager	Legal Systems Manager	Legal Case Manager	Contracts & Consulting Manager	Contracts Commercial Manager	Head of IP
	Legal Operations Manager	Legal Project Manager	Legal Program Manager	Commercial Transactions Legal Counsel	Contracts Manager	Contracts Delivery Manager	Head of Confidentiality Protection
	Corporate Counsel/ Legal Counsel	Corporate Counsel – Digital Legal	Technology Counsel	Employment Law Counsel	Contracts & Negotiation Manager	Contracts Manager- Digital Legal	Contract Operations Lead
Professionals	Legal Strategist	Legal Specialist	Legal TDR Specialist, Digital Rights Operations	Registration Officer AP, Legal	Contracts Specialist & Counsel	Contract and Negotiation Specialist	Licensing Legal Specialist
	Legal Consultant	Digital Forensics Investigator	Legal Designer	Legal Solutions Architect	Enterprise Negotiator	Patent Agent	Patent Analyst
	Legal Associate	Legal Digital Transformation & Industry Attorney	Legal Analyst	Legal Operations Program Analyst	Contract Specialist	Patent Engineer	Contract Analyst
	Paralegal	Conflicts Analyst	Legal Assistant	Legal Secretary	Contract Administrator	Patent Paralegal	Patent Operations Business Analyst
	Legal Recruiter	Tax & Legal Supervisor	Knowledge Engineer	Legal Litigation Reporting Analyst			
	Legal Document Coder	Legal Writer	Legal Clerk				

Note: The represented data is derived from DRAUP's Proprietary Talent Module. Draup has analyzed 100,000+ talent profiles across various job roles and job families to derive the job description, tech skills, and job responsibilities

Roles employed in | Traditional | Digitally Influenced | Emerging

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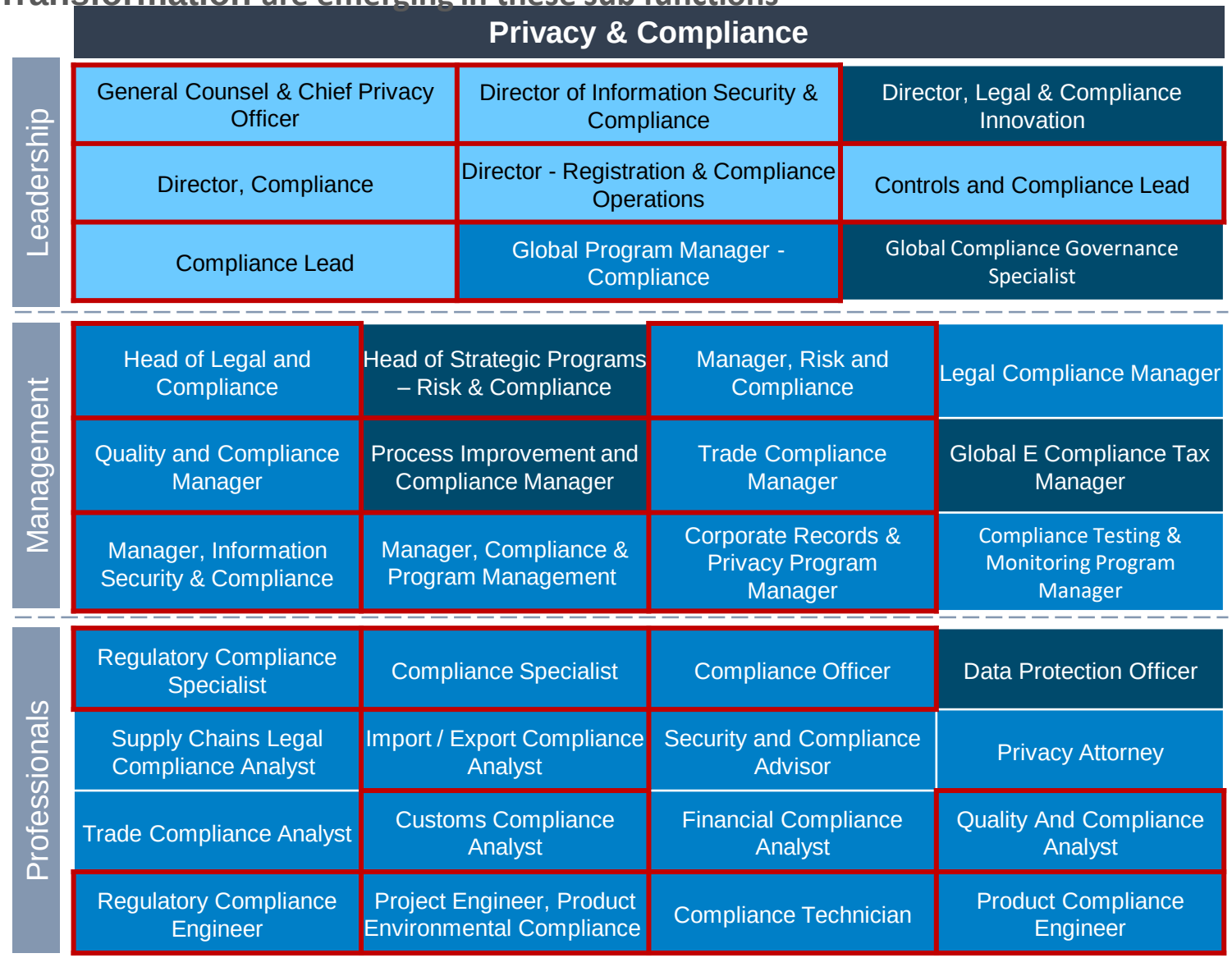
Legal Job Roles Taxonomy: Litigation & Conflict Management, IP & Contracts Management and Privacy & Compliance are the three identified sub functions; Most of the roles are influenced digitally due to immense integration with AI & cloud platforms; Roles specializing in Analytics, Digital & Technology Transformation are emerging in these sub functions



Note: The represented data is derived from DRAUP's Proprietary Talent Module. Draup has analyzed 100,000+ talent profiles across various job roles and job families to derive the job description, tech skills, and job responsibilities

Roles employed in | Traditional | Digitally Influenced | Emerging

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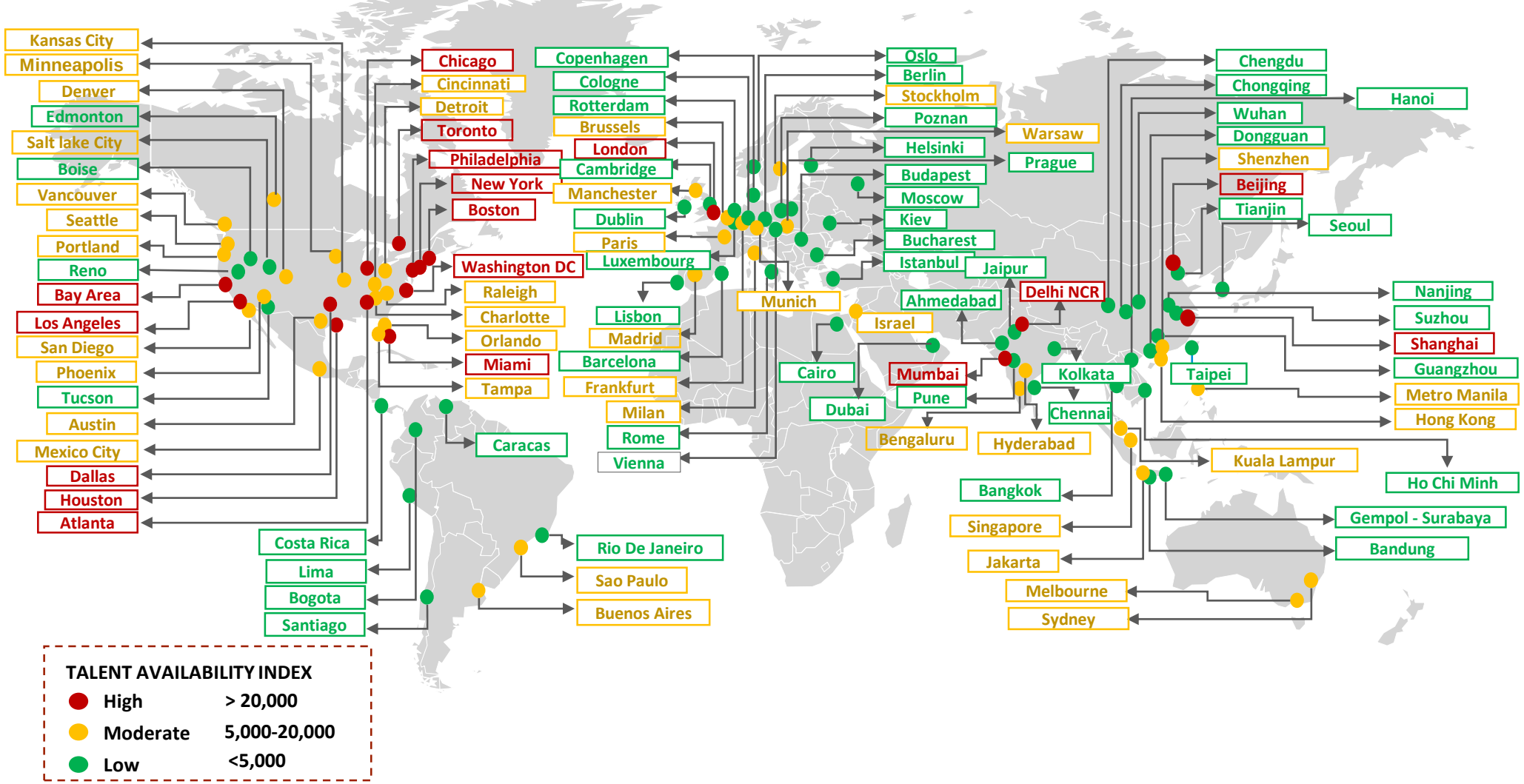
Global Talent Hotspots – Legal: High Talent Availability of approximately 20,000+ professionals is observed in more than 17 MSAs; USA, UK and India are the top locations with highest talent in New York City Metropolitan Area, London Metropolitan Area, Washington DC Area, Greater Los Angeles and San Francisco Bay Area

LEGAL FUNCTIONS – HOTSPOTS



TALENT AVAILABILITY INDEX

High	> 20,000
Moderate	5,000-20,000
Low	<5,000

TOP LOCATIONS

New York City	92,000
London	57,000
Washington DC	55,000
Los Angeles	49,000
San Francisco	39,000
Chicago	32,000
Boston	30,000
Delhi NCR	26,000
Shanghai	25,000
Dallas-Fort	25,000
Philadelphia	24,000
Greater Atlanta	21,000
Miami	21,000
Houston	21,000
Mumbai	20,000
Toronto	20,000
Beijing	20,000
Sydney	19,000
Jakarta	19,000
Singapore	15,000
Paris	15,000
Melbourne	15,000
Seattle	14,000
Minneapolis	14,000
Denver	13,000
Bengaluru	12,000
Detroit	12,000
Phoenix	11,000

Note: 1) Israel is the only location analyzed at country-level. All other locations are analyzed at metropolitan area- level
2) In the USA, MSA of the location is used for the analysis. Location definitions are based on U.S Census Bureau Metropolitan, micropolitan, and related statistical area delineation files, September 2019
3) Japan is not included in the list of top locations or location deep-dives

SOURCE : Draup's proprietary talent module

Traditional & Emerging Functional Skills Dashboard: Traditional skills in Litigation & Conflict Management job roles are evolving with the adoption of digital platforms such as eDiscovery, legal research and predictive analytics, case management tools; Business intelligence, data analytics, e-filing, computer forensics are some of the emerging skills

JOB FAMILIES	TRADITIONAL FUNCTIONAL SKILLS			TOOLS/ PLATFORMS	EMERGING FUNCTIONAL SKILLS		
LITIGATION & CONFLICT MANAGEMENT *Responsible for all corporate and commercial legal operations in the company and provides legal advice on legal rights. The role ensures legal matters are managed properly in compliance with laws and regulations for all operations in an organization.*	Legal Services	Forensic Science	Corporate Laws	**Ediscovery Companies (IBM Storediq, Exterro, Kdiscovery)**	Business Intelligence	Data Security	Perception Management
	Corporate Transactions	Securities Regulation	Business Laws	**Legal Research (Case Text, Knomos, Ravel Law)**	International Law And Convention	Litigation Strategy	Employee Activism Management
	Labour And Employment	Legal Documents	Privacy Laws	**Legal Predictive Analytics (Lex Predict, Brainspace, Docket Alarm)**	Data Analytics	Privacy Litigation	Cloud-based Enterprise Legal Management
	In-house Counselling	Drafting Limited Liability Agreements	Civil Law	**Case Management tools (Clio, Athennian)**	Letters Rogatory	Privacy Protection	E-Filing systems
	Litigation Support	Dispute Management	Corporate Project Plans	**Litigation tools (ProLaw, HoudiniESQ, AbacusNext)**	Computer Forensics	Emerging Litigation	Data Security Litigation Strategy
	Case Preparation	Fact Investigation	Editing & Proofreading	**Google Workspace**	Information Assurance	Risk Identification	Local & International Labor & Employment laws
	Conflict Analysis	Taxation	Legal Principles	**Office Suite**	Forensic Imaging	Change Management	Digital Forensics & Scrutiny

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Note: Draup tracks 650M+ professional profiles and 65M+ Job descriptions annually to gather a comprehensive skills database

Traditional & Emerging Functional Skills Dashboard: Patent & Contracts Management job function is evolving with the adoption of digital platforms such as contract analytics, IP management software, IP intelligence and analytics; Contract data mining & analytics, BI, patent mining & evaluation, statistical modeling are some of the emerging skills

JOB FAMILIES	TRADITIONAL FUNCTIONAL SKILLS			TOOLS/ PLATFORMS	EMERGING FUNCTIONAL SKILLS		
PATENT & CONTRACTS MANAGEMENT *Ensures consistent management of all proposals and contracts. They develop specific standards for bidding and submission, contract negotiations and document management*	Contract Lifecycle Management	Vendor Management	Corporate Laws	**Contract Verification & Management (Coupa, Icertis)**	Project Management	Contract Interpretation	Technical Data Analysis
	Governance Risk And Control Systems	Stakeholder Management	Business Laws	**Intellectual Property Management Software (Foundationip, Ipfolio)**	International Law And Convention	Contract Management and Analytics	Business Intelligence
	Case Management	Patent Prosecution	Deposition Preparation	**IP Intelligence & Analytics (PatentSight, Iplytics, PatSeer 360 IP Intelligence)**	Patent Risk Evaluation	Brand Development Strategies	Socializing & Networking
	IP Disciplines	Strategic Scenario Planning	Negotiation Skills	**IP Management Systems (IPfolio, CPA FoundationIP, Patricia® IP Management)**	Patent Mining & Evaluation	Civic Engagement	Contract Analytics
	Multi-Jurisdictional skills	Corporate Finance Knowledge	IP Protection & Docketing	**Contract Analytics (ICM, Della AI, LinkSquares)**	Contract Data Mining & Analytics	Commercial & Social Awareness	Mediation Skills
	Enterprise Resource Planning	Intellectual Property	Privacy Laws	**Vendor Risk Management tools (Ivalua, Prevalent, ProcessUnity)**	Letters Rogatory	Technological Adaptability	Statistical Modelling
	Corporate Project Plans	Contract Drafting	Patent Portfolios	**Google Workspace**	Data Analytics	Case Management Systems	IP Intelligence & Analytics
	Contract Management	Contracts Archiving	Legal Documents	**Office Suit**	Risk Management	IP Management Systems	IP Asset Management systems

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Note: Draup tracks 650M+ professional profiles and 65M+ Job descriptions annually to gather a comprehensive skills database

Traditional & Emerging Functional Skills Dashboard: Traditional skills in Privacy & Compliance job roles are evolving with the adoption of digital platforms such as legal research, compliance software, risk assessment tools, virtual auditing; Business intelligence, virtualization strategies, agile practices, data analytics are some of the emerging skills

JOB FAMILIES	TRADITIONAL FUNCTIONAL SKILLS			TOOLS/ PLATFORMS	EMERGING FUNCTIONAL SKILLS		
PRIVACY & COMPLIANCE *Coordinate the operation of companies and organizations in order to ensure that they comply with government regulations, are implemented and well documented, performing occasional internal reviews, and identifying compliance problems that call for formal attention.*	Taxation	Corporate Laws	QC Protocols	**Legal Research (Case Text, Knomos, Ravel Law)**	Data Protection Law	Quantitative Risk Management	Statistical Analysis
	Incorporate Compliance	Business Laws	Products Testing	**Compliance Software (Ziflow, Skillcast)**	Network Traffic	Performance Management	Continuous Audit Testing
	Public Policy	Quality Assurance Standards	Governance Risk And Control Systems	**Credentials Management Solutions (TLS, PKI, Secrets)**	Business Intelligence	Transactions Monitoring solutions	Technological Adaptability
	Traditional Privacy and Data Protection Law	Litigation and Arbitration	Product & Privacy Compliance	**Risk Assessment Tools (FMEA, SpiraPlan)**	Perception Management	Incident Management	Regulatory Intelligence & Policy Tracking
	strategic Scenario Planning	Relevant Product knowledge	Data Protection Protocols	**Virtual Auditing Practices (Gensuite Audit Management)**	Cloud Based Regulatory Information Management	Operational Risk and Fraud Analytics	Technical Communication
	Compliance Programs	Compliance System Evaluation	Compliance Documentation & Reporting	**Compliance Monitoring tools (Westlaw, Bloomberg Vault)**	APEC Data Collection	Virtualization Strategies	Modern Privacy and Data Protection Essentials
	Online Privacy	Drafting Exclusivity Agreements	Customs And Internal Audits	**Office Suite**	International Law And Convention	Agile Methodologies	Mobile & Cloud Computing knowledge
	Security	Drafting Confidential Agreements	Supply Chain	**Google Workspace**	Data Analytics	Corrective Action Plans	Process Enhancement

Note: Draup tracks 650M+ professional profiles and 65M+ Job descriptions annually to gather a comprehensive skills database

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Learning Path Analysis – Legal Specialist: 5 Unique skill modules namely Legal Concepts, Legal Administration, Legal Predictive Analytics, Legal Research and Legal Technology have been identified for foundational to intermediate proficiency for Legal Specialist

Legal Concepts	Legal Administration	Legal Predictive Analytics	Legal Research	Legal Technology
Courses **Introduction to Legal Concepts** Udemy **Essential Elements of Legal System** Udemy **Public Interest Litigation & Writ Petitions** Udemy **Corporate & Business Law** Udemy	**Courses** **Effective Legal Office Administration** Udemy **Legal Support & Office Skils: Become a Legal Secretary** Udemy **Introduction to Data Entry Administrator Training Course** Udemy **Legal Research 101: Online Resources** Udemy	**Courses** **Implementing eDiscovery in SharePoint: The Complete Course** Udemy **Big data and legal** Coursera **Learning Legal Data Science: An Introductory Course on Legal Data Science in R.** Data Science for Lawyers	**Courses** **Learn Legal Research** Udemy **Legal Research 101: Primary Authorities** Udemy **Legal Research 101: Secondary Authority** Udemy	**Courses** **Legal Document Automation with Docassemble** Udemy **Mastering Excel 2016 for Lawyers Training Tutorial** Udemy **Technology & Innovation for Legal Professionals** Udemy
50 Hrs	**30 Hrs**	**30 Hrs**	**20 Hrs**	**30 Hrs**

Legal Specialist

Estimated Time for Course Completion

Foundational - Intermediate Proficiency
3 Month – 3.5 Months (160 Hrs)*

Online Certifications

Certified Legal Assistant (CLA)
NALA

Sample Projects

Assisting a law firm with incorporating a company in another province

Projects, Certification Preparation and Exam Time : 100 Hrs

Job Ready Proficiency
5 Months – 5.5 Months (260 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – Litigation Roles: Apart from adjacent Legal roles like Compliance Manager, Administrative Assistant. TA Specialist can be upskilled to Litigation Roles; Professionals with Customer Service, HR, Accounting, Taxing, Administration, Public Relations, Procurement, Quality background can be reskilled to Litigation Roles

Starting Roles	Legal Assistant	Legal Specialist	Legal Counsel
Administrative Assistant	8.1	7.7	7.5
Compliance Manager	7.2	7.6	8.1
Talent Acquisition Specialist	7.4	7.6	7.3
Corporate Governance Analyst	7.8	7.5	6.8
Customer Service Specialist	7.6	7.9	6.6
Compliance Analyst	7.3	7.5	7.0
Customer Service Manager	7.3	7.5	6.8
Human Resources Specialist	7.0	7.3	7.2
Administrative Manager	6.9	7.2	7.0
Fraud Intelligence Analyst	6.6	6.4	6.0
Recruiting Coordinator	6.2	6.5	6.2
Accounting Analyst	6.5	6.1	6.2
Accounts Receivable Specialist	6.3	6.5	6.0
Human Resources Manager	5.7	5.9	7.2
Tax Accountant	6.5	6.1	6.1
Marketing Associate	6.4	6.3	5.9
Quality Assurance Consultant	6.0	6.3	6.3
Market Research Analyst	6.2	6.4	5.8
Copywriter	6.1	5.7	6.5
Public Relations Manager	5.0	5.8	6.7
Tax Analyst	5.9	5.5	6.0
Contract Manager	4.8	5.9	6.7
Procurement Specialist	5.2	5.7	5.7
Audit Manager	3.2	4.5	6.4
Employee Relations Manager	2.4	4.7	6.8

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Learning Path Analysis – Contract Specialist: 5 Unique skill modules namely Legal Services & Research, Contract Management, Contract Administration, Contract Analytics, Vendor Management have been identified for foundational to intermediate proficiency for Contract Specialist

Legal Services & Research	Contract Management	Contract Administration	Contract Analytics	Vendor Management
Courses **Learn Legal Research** Udemy **Legal Research 101: Primary Authorities** Udemy **Effective Legal Office Administration** Udemy	**Courses** **Contract Management : Specific Contract Clause Study** Udemy **Corporate and Business Law** Udemy **Complete Contract Management Bootcamp 2021: Zero to Hero** Udemy **Contract Management: Managing Contractual Risks** Udemy	**Courses** **FIDIC (1999) Master Course - Drafting Particular Conditions** Udemy **Contract Basics: Beginner's Guide** Udemy **Contracts Bottom Line, Claims Universe & Disputes Resolution** Udemy	**Courses** **Introduction to Contract Management** Udemy **Contracts, Delays and Claims with Primavera P6** Udemy **Home Business: The Complete CPA Marketing Course** Udemy	**Courses** **ServiceNow Vendor Risk Management** Udemy **Part 3/4- Document Control - Vendor Documentation** Udemy
40 Hrs	40 Hrs	30 Hrs	45 Hrs	15 Hrs

Contract Specialist

Estimated Time for Course Completion

Foundational - Intermediate Proficiency
3 Months – 3.5 Months (170 Hrs)*

Online Certifications

Certified Professional Contract Manager (CPCM)
The National Contract Management Association

Sample Projects

Reviewing a shareholder's agreement

Projects, Certification Preparation and Exam Time : 100 Hrs

Job Ready Proficiency
5 Months – 5.5 Months (270 Hrs)*

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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Reskilling Propensity Analysis – Contract Management Roles: Apart from adjacent Legal roles like Compliance Analyst, Administrative Assistant can be upskilled to Contract Management Roles; Professionals with Procurement, Operations, Planning, Supply Chain, HR, Customer Service, Quality background can be reskilled to Contract Management Roles

Starting Roles	Contract Analyst	Contract Specialist	Contract Manager
Compliance Analyst	8.1	7.5	7.5
Administrative Assistant	7.7	7.5	7.4
Legal Assistant	7.8	7.5	7.3
Compliance Manager	6.5	7.5	8.0
Corporate Governance Analyst	7.5	7.2	6.8
Procurement Specialist	7.1	7.3	6.9
Customer Service Specialist	6.2	6.5	6.7
Operations Manager	5.9	6.5	7.0
Procurement Manager	5.9	6.5	7.0
Planning Analyst	6.8	6.6	5.7
Human Resources Specialist	6.0	6.5	6.5
Pricing Analyst	6.7	6.5	5.8
Supply Chain Manager	5.5	6.1	7.0
Financial Analyst	6.6	6.3	5.6
Customer Service Manager	5.8	6.0	6.7
Quality Manager	5.3	5.9	6.9
Planning Manager	5.3	5.9	6.9
Account Manager	5.4	6.0	6.5
Business Development Manager	5.4	6.0	6.5
Human Resources Manager	5.2	5.9	6.7
Account Executive	5.9	6.5	5.2
Sales Manager	5.1	5.7	6.2
Talent Acquisition Specialist	5.1	5.7	6.2
Administrative Manager	5.1	5.7	6.2
Pricing Manager	4.3	5.2	5.7

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories

Learning Path – Compliance Specialist: 5 Unique skill modules namely Legal Services & Research, Financial Compliance, Regulatory Compliance, Compliance Monitoring, Risk Management have been identified for foundational to intermediate proficiency for Compliance Specialist

Legal Services & Research	Financial Compliance	Regulatory Compliance	Compliance Monitoring	Risk Management
Courses **Learn Legal Research** Udemy **Legal Research 101: Primary Authorities** Udemy **Effective Legal Office Administration** Udemy	**Courses** **Financial Management** Udemy **Managing Financial Reporting, Operating, and Compliance Risk** Udemy	**Courses** **Regulatory Requirements** Udemy **Compliance Training for Managers** Udemy **Practical Approach to Corporate Compliance** Udemy	**Courses** **Technology and Innovation for Legal Professionals** Udemy **Monitoring and Evaluation** Udemy **Courses For Global Content Compliance Training** Skillsoft	**Courses** **Introduction to Compliance Risk Management** Udemy **COSO 2013 Risk Assessment Compliance** Udemy **The Compliance Risk Management Course for Professionals** Udemy
50 Hrs	20 Hrs	45 Hrs	35 Hrs	30 Hrs

Compliance Specialist

Estimated Time for Course Completion

Foundational - Intermediate Proficiency
3.5 Months – 4 Months (180 Hrs)

Online Certifications

ICA Certificate In Compliance
International Compliance Association

Sample Projects

Drafting terms & conditions and a privacy policy for a corporation's website

Projects, Certification Preparation and Exam Time : 100 Hrs

Job Ready Proficiency
5.5 Months – 6 Months (280 Hrs)

Notes: Skill level data has been extracted from DRAUP Reskill Navigator. The time durations mentioned are based on preliminary analysis considering 50 hours of dedicated learning per month, subject to change upon deeper analysis
The durations mentioned refer to the time to complete the required courses. The total time for the transition might also include some hours of practical work. There are some prior experience requirements for certain certifications

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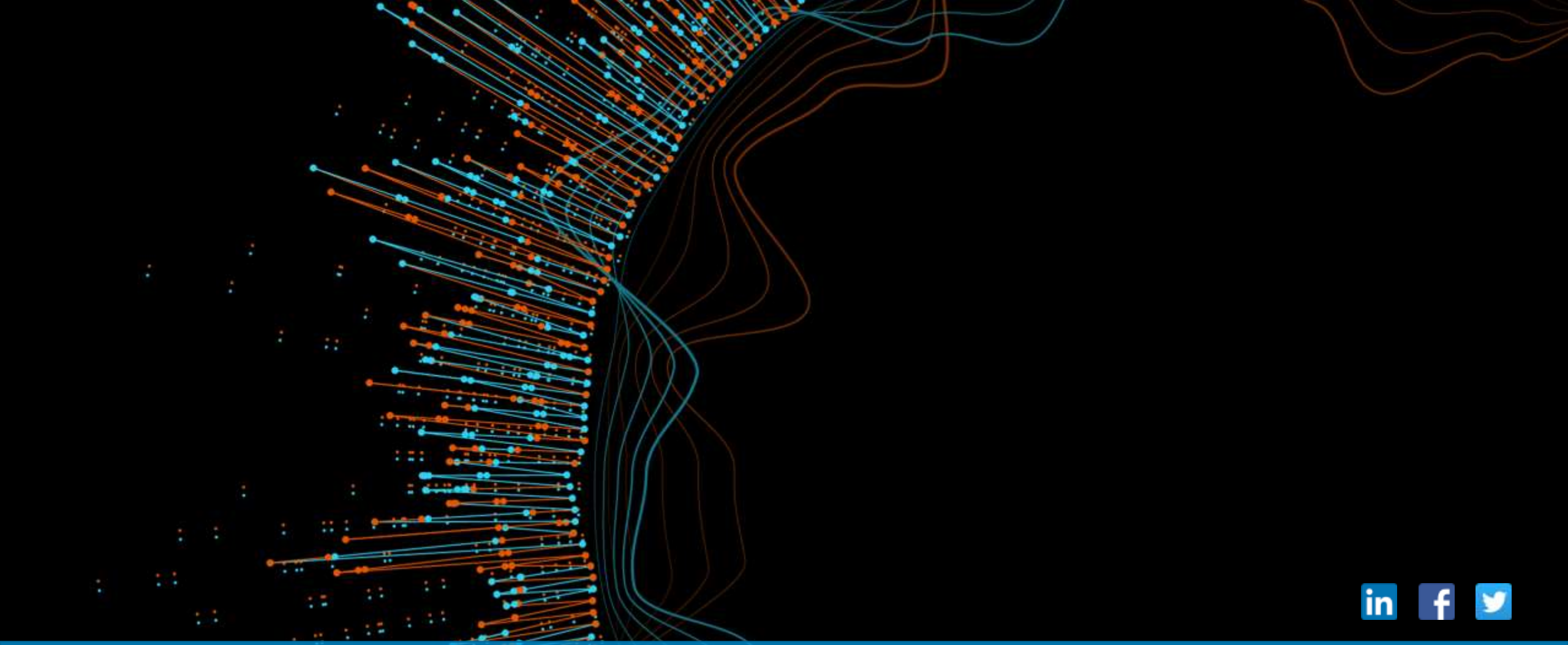
Reskilling Propensity Analysis – Compliance Roles: Apart from adjacent Legal roles like Legal Counsel, Administrative Assistant can be upskilled to Compliance Roles; Professionals with Supply Chain, Market Research, Procurement, Quality, Product Specialization, Analytics, HR, Operations background can be reskilled to Compliance Roles

Starting Roles	Compliance Analyst	Compliance Specialist	Compliance Manager
Legal Counsel	6.8	7.6	8.7
Contract Manager	6.5	7.6	7.9
Administrative Assistant	7.7	7.1	7.0
Legal Assistant	7.5	7.2	7.1
Supply Chain Manager	6.0	6.6	7.6
Market Research Analyst	7.3	6.5	6.1
Procurement Specialist	6.3	6.8	6.5
Quality Assurance Consultant	5.9	6.7	6.9
Product Specialist	6.4	6.6	6.5
Data Analyst	7.4	6.5	5.5
Business Analyst	6.9	6.5	6.0
Fraud Intelligence Analyst	7.3	6.5	5.6
Tax Analyst	7.0	6.4	5.9
Financial Analyst	7.1	6.3	5.8
Human Resources Manager	5.2	6.5	7.0
Human Resources Specialist	5.4	6.5	6.5
Pricing Analyst	6.5	6.2	5.6
Operations Manager	5.5	5.7	6.8
Administrative Manager	5.8	5.7	6.5
Account Executive	5.6	6.5	5.9
Customer Service Manager	5.3	6.0	6.6
Talent Acquisition Specialist	5.1	5.9	6.0
Operational Risk Manager	4.3	5.6	6.7
Employee Relations Manager	4.2	5.4	6.6
Customer Service Specialist	4.5	5.7	5.8

RPI Range	>6.5 - Upskilling	>4.5 - Reskilling	<4.5 - Not Feasible

Note The dashboard shows exemplary analysis of digitally influenced roles each for Upskilling, Reskilling as well as Not Feasible categories



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