SkyHive
Unleash Human Potential

ENTERPRISE FIELD GUIDE
HORIZON ONE

Contents

Document Summary

This document details the processes and procedures involved in the implementation and delivery of SkyHive's Enterprise solution - Horizon One. Horizon One encompasses; Solutioning, Job Architecture (as a service), Platform Configuration, Integration and Launch.

Our Approach: SkyHive Enterprise Horizons

Horizon Overview – What Are Horizons?

Transitioning from job-based to skill-based via SkyHive Enterprise happens through four Horizons.

1. **Readiness (Horizon One)**: We start with laying the "skills infrastructure" that enables insights across the rest of the organization. This includes semi-automation and augmentation of a Customer's job architecture and skill taxonomy - normalizing any skill architectures that exist. A small set of users (primarily HR practitioners or senior business leaders) begin working in a native SkyHive Enterprise instance, gaining immediate access to its labor market intelligence.
2. **Liftoff (Horizon Two)**: We then broaden the rollout to a larger group (about 10% of the workforce), with greater functionality and value-added capabilities enabled through integrations with HR systems.
3. **Approach (Horizon Three)**: Next, we scale up to 50% of the workforce.
4. **Landing (Horizon Four)**: We complete 100% rollout.

Horizon One – Overview

Horizon One focuses on the semi-automation and augmentation of a Customer's job architecture, which identifies the skills of all roles globally. Job architecture automation will take place within the SkyHive's Enterprise Platform in 2024. The Enterprise Platform serves as "staging" for integration into a Customer's HCM system. Horizon One, focuses on 'out-of-the-box' integrations only.

The inventory, clustering, and normalization of data objects across a Customer's HR systems completes once all integrations are implemented - in a subsequent Horizon. However, we start this process in Horizon One by creating the skills dictionary in a Customer's HCM. The end goal is to ensure the Customer's systems are normalized and speaking the same language of jobs and skills. When an employee completes an action in one system, it will be correctly interpreted and recognized in every other system that maintains a job/skills profile and which is integrated with SkyHive.

Horizon One also delivers access to SkyHive's Enterprise platform. This drives instant impact through access to real-time labor market intelligence for early insights into key industry roles, external labor market trends, and emerging / declining skills. It also allows early familiarity with the platform and its data / insights available prior to integration with other systems.

Horizon One – High Level Scope

There are three core phases in Horizon One: Solutioning, Job Architecture (as a service) and Configuration-Integration-Launch. The length of each phase is dependent on scope, complexity of integrations, size of organization, languages, and data quality.

Solutioning [(Jump to Deep Dive)](#)

Expected Duration: ~8-12 weeks
High Level Activities: Detailed solutioning
Overview: SkyHive conducts detailed solutioning workshops (~12-16 – we can reduce the number of sessions if conducted in-person) to document the existing technology and process landscape across the Customer environment, including datasets, and tools that are leveraged in HCM workflows. This gives SkyHive the information necessary for delivery. During this phase, SkyHive's Project Manager creates a detailed delivery workplan with tasks, due dates, and responsibilities.

Customers provide access to requested stakeholders, documentation, and datasets (employee, job, and training data). Customers also disclose dependencies on their team, where they may exist.

Job Architecture [(Jump to Deep Dive)](#)

Expected Duration: ~12 weeks (occurs in parallel to solutioning)
High Level Activities: Identification of title clusters, skills extraction
Overview: SkyHive applies artificial intelligence across the Customers datasets, to cluster internal Customer roles to labor market equivalent titles and standardizes / extrapolates skills (current and future) across existing jobs. SkyHive also generates skills-based job descriptions and completes a job title adjacency analysis to help the Customer identify roles with a high skill overlap percentage. This process requires the intake of job data.

Customers share job datasets within the project scope and in a SkyHive-defined format. Customers will be responsible for review, validation and signoff of extractions and final datasets.

Configuration, Integration & Launch [(Jump to Deep Dive)](#)

Expected Duration: ~9 weeks
High Level Activities: Configuration of a native Enterprise platform, out-of-the-box integrations and user onboarding and training
Overview: SkyHive will stand up a native SkyHive Enterprise tenant with imported Customer job data for review. This tenant will include out-of-the-box integrations only – per agreed scope. It will also provide the Customer with advance visibility into the system, an engine to store the outputs of QA'd and structured datasets and deliver early insights around the state of skills in the organization.

Customers can gain early familiarity with the data and insights available through the platform before it is integrated with their HCM and other HR systems.

Horizon One – Drivers

- Preparing to optimize a company wide HCM application deployment (e.g., Workday and SAP)
- Building the foundation for skills transformation and enabling the shift to an agile organization
- Undergoing company or department-wide restructuring or embarking on a merger /acquisition

"I want to **tag skills to my existing job architecture** so that I can **add the skills to my HCM** and use this as a **foundation for career pathing and upskilling efforts.**"	"I want to **consolidate my roles** so that I have a more **streamlined and manageable job architecture.**"	"I want to **restructure and/or add new roles** to my job architecture so that I can **remain competitive** and meet my company's strategy."

Horizon One – Customer Prerequisites

- **Consulting / Advisory Services:** SkyHive technology enables the shift to agile job architectures by overlaying skills on a Customer's current job architecture. In our experience, Customers benefit from engaging with a consulting partner to support the job architecture effort, redesign of talent process to becoming skill based, project and change management, skill governance etc. Consulting partners have expertise in project and change management which ensures a smoother transition for employees.

- **Job Titles & Descriptions:** SkyHive's patented technology extracts skills from as little as a job title or description. However, the more data a Customer can share with SkyHive (job structure with job family group, job family and job profile - along with reference IDs, associated descriptions, position titles or business titles, job requisitions, job posting titles, management level and location) the better the extraction and the more robust the analysis will be.

- **Stakeholder Engagement:** To ensure the project runs smoothly, key Customer stakeholders should engage prior to project kick off, for example;
    - Talent architecture subject matter experts should provide insight into any pre-work or consolidation they have done on the job architecture in advance of the solutioning sessions with SkyHive.
    - Compliance and information security teams should conduct impact assessments to understand data requirements.
    - Technical HCM subject matter experts should highlight any configurations that may impact integrations etc.

- **Legacy HCM Application:** Although SkyHive's Enterprise product automates the generation of job titles, job descriptions, and skills mapped to jobs, it does not support the creation and management of job hierarchies, compensation matrices or models, management/job levels, and other components of job architecture. To implement and maintain a complete job architecture, Customers require a current or prospective Human Capital Management (HCM) application.
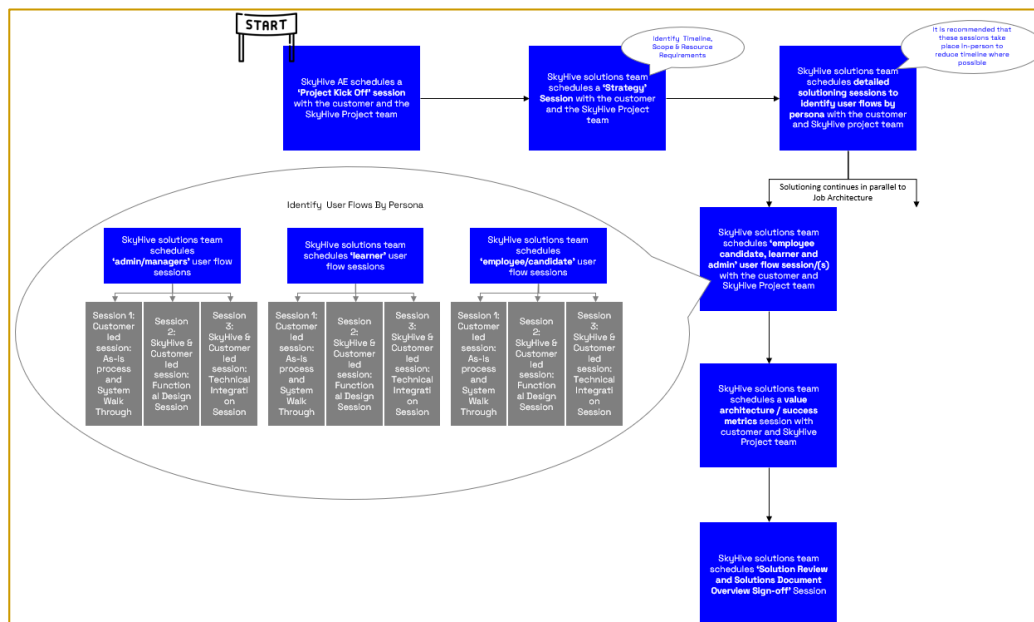
Horizon One: Solutioning

Solutioning: Overview

Solutioning is about understanding how SkyHive will meet the requirements and objectives of the Customer pain points and business problems. All large IT projects require solutioning to give a bird's eye view of what the system (and integrations) will look like once implementation is complete.

There are many reasons and advantages for completing solutioning;

- It forms the basis for Customer acceptance of the proposed solution, a baseline from which implementation and delivery can begin.
- One of the outputs to solutioning is the Business Requirements Document (BRD) or known internally at SkyHive as the 'Solutions Document Overview' (SDO) which is an excellent communication tool – an instrument for documenting complex and potentially cognitive overloading topics.
- Solutioning provides streamlined operations and optimized workflows – enabling effective collaboration across different departments and teams ensuring a smooth flow of information and reducing bottlenecks.

Solutioning is a collaborative exercise between SkyHive, Customers and their consulting advisory and technology partners.

Solutioning: What To Expect

Week	Time	Step	Description	Template
1	1 Hour	SkyHive AE schedules **'Project Kick Off' session** with Customer and SkyHive Project team	**Objective:** Formally kick off the project and meet the Customer **Required Resources:** • SkyHive AE, Sales Engineer and Senior Leader • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • SkyHive Account Manager • SkyHive Customer Value Specialist • Customer Project Manager • Customer Talent Architect / Job Architecture SME/(s) • Customer HCM / Technology SME/(s) • Customer Data SME/(s) • Consulting / advisory team **Inputs:** • Customer one map • Project • Kick Off presentation outlining the solutions and delivery approach, high-level roadmap, communication cadence and next steps **Outputs:** • Alignment on approach and next steps	Sample Project Kick Off Presentation
2	2 Hours	SkyHive solutions team schedules **'Strategy' Session** with Customer and SkyHive Project team	**Objective:** Engage and align on overarching themes for various workstreams in a technology agnostic discussion, agree on key activities and timelines, resource planning etc. **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer Talent Architect / Job Architecture SME/(s) • Customer HCM / Technology SME/(s) • Customer Data SME/(s) • Consulting / advisory team **Inputs:** • Customer one map • Business priorities, pain points, use cases and value drivers • Customers technology landscape and Integrations in scope • Indicative timeline for detailed solutioning sessions • Data requirements for Job Architecture • Success Metrics **Outputs:** • Alignment on the schedule for detailed solutioning sessions • Alignment on data requirements, workstreams and next steps • Identified and agreement on the time and scope of the project	Sample Strategy Session Presentation
3-7	1 Hour x3 sessions	SkyHive solutions team schedules **'talent architecture' user flow session/(s)** with Customer and SkyHive Project team	**Session 1: Customer-led Session: Process and System Walk Through** **Objective:** Understand how the Customers job architecture data is structured and the internal business processes for job evaluation, job profile updates, talent acquisition etc. **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM)	Sample High-level Agenda for Solutions Sessions Sample high level solutions sessions tracker

Week	Time	Step	Description	Template
			• Customer Project Manager • Customer Talent Architecture / Job Architecture SME/(s) • Customer HCM / Technical SME/(s) • Customer data SME/(s) • Consulting / advisory team **Inputs:** • Customer Job Architecture Data • Standard operating procedures for job evaluation, job profile updates, talent acquisition etc. **Outputs:** • Job Architecture Data for SkyHive to QA	JA Data Template Job Requisition Template
			Session 2: SkyHive & Customer Functional Design Session **Objective:** Understand data fields and values that are relevant for SkyHive, gather requirements to calibrate job architecture and discuss key considerations for skill governance and maintenance **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer Talent Architecture / Job Architecture SME/(s) • Customer HCM / Technical SME/(s) • Customer data SME/(s) • Consulting / advisory team **Inputs:** • Existing Customer user flows • SkyHive viewpoints / thought leadership **Outputs:** • Understanding expected outcomes from all stakeholder groups	Key Job Architecture decisions
			Session 3: SkyHive & Customer Requirements and Timeline Overview **Objective:** Gather requirements, set expectations for the deliverables of the Job Architecture workstream, align on activities and timeline, and share best practices based on Customer successes to date **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer Talent Architecture / Job Architecture SME/(s) • Customer HCM / Technical SME/(s) • Customer data SME/(s) • Consulting / advisory team **Inputs:** • Customer pain points and use cases • Existing data and technology insights • Share approach to close gap between current and future state **Outputs:** • Share sample outputs for preliminary feedback from Customer • Alignment on approach for Job Architecture • Consolidated Job Architecture information to add to the Solutions Document Overview	Sample high level Requirements Tracker Sample JA Output / Deliverable Template

Week	Time	Step	Description	Template
			• Consolidated Job Architecture information to commence Job Architecture workstream in parallel with the rest of solutioning	
4-8	1 Hour x3 sessions	SkyHive solutions team schedules **'employee / candidate user flow' session/ (s)** with Customer and SkyHive Project team	**Session 1: Customer-led Session: Process and System Walk Through** **Objective:** Understand employee / external candidate user journeys on the HCM and business process workflows, identify skills and data sources for skill inference **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer HR and Talent Leaders • Customer HCM / Technical SME/(s) • Consulting / advisory team **Inputs:** • Customer HCM system walkthrough and Workflows • Persona walk-throughs (i) new candidate profile creation, (ii) employee profile creation, (iii) employee employment change, etc. **Outputs:** • **TBD**	Sample high level agenda slide / template Employee Data Template
			Session 2: SkyHive & Customer Functional Design Session **Objective:** Explain SkyHive concepts and showcase approach, define the workflow for the employee skill assessment process, gather business requirements **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer HR and Talent Leaders • Customer HCM / Technical SME/(s) • Consulting / advisory team **Inputs:** • Understanding of critical use cases and business priorities for the Customer **Outputs:** • Functional requirements specification as part of the SDO • Decisions made with the Customer on topics such as skills assessment approach, system of engagement for employees, outbound data from SkyHive that would add value for the Customer (skills match % on external candidates)	Sample high level agenda slide / template
			Session 3: SkyHive & Customer Technical Integration Session **Objective:** Discuss technical integration details, align on decisions around the uni-directional and bi-directional data flow between systems, Opportunity for HCM integration **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer HR and Talent Leaders • Customer HCM / Technical SME/(s) • Consulting / advisory team	Sample high level agenda slide / template

Week	Time	Step	Description	Template
			Inputs: • Functional use cases and key value drivers identified to date for the Customer **Outputs:** • Alignment on approach for employee / candidate user flows • Consolidated Skill Assessment information to add to the Solutions Document Overview • Integration design workflow • User journey map • Key decision factors for the Customer such as type of integration (scheduled, ad hoc or part of a BP), trigger point for the integration and other launch parameters for the integration	
5 - 9	1 Hour x3 sessions	SkyHive solutions team schedules **'learner user flow session/ (s)** with Customer and SkyHive Project team	**Session 1: Customer-led Session: Process and System Walk Through** **Objective:** Understand employee and manager user journey on LMS System and the learning catalog with course content and descriptions **Required Resources:** • SkyHive AE or Senior Leader • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • SkyHive Account Manager • SkyHive Customer Value Specialist • Customer Project Manager • Customer HR Leaders and L&D SMEs • Customer LMS / Technology SME/(s) • Customer Data SME/(s) • Consulting / advisory team **Inputs:** • LMS technology stack • Data flow between systems • Skills ontology/taxonomy leveraged by the Customer for learning (if any) **Outputs:** • Detailed understanding of the learning workflows that exist within the Customer organization • Detailed understanding of relevant Customer use cases entailing but not limited to targeted training recommendations, updating skills profile of employees based on training completion, mentorships etc. • Ability to scope out the workflows that are relevant for SkyHive and where SkyHive can add value for the Customer	Sample high level agenda slide / template Course Data Template
			Session 2: SkyHive & Customer Functional Design Session **Objective:** Define the learning workflow for training assignment, completion, budgets approvals etc. Gather business requirements and set expectations around training recommendations, career pathways, skill profile updates etc. **Required Resources:** • SkyHive AE or Senior Leader • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • SkyHive Account Manager • SkyHive Customer Value Specialist	Sample high level agenda slide / template

Week	Time	Step	Description	Template
			• Customer Project Manager • Customer HR Leaders and L&D SMEs • Customer LMS / Technology SME/(s) • Customer Data SME/(s) • Consulting / advisory team **Inputs:** • Customer use cases, critical business priorities and current learning workflows **Outputs:** • Functional requirements specification as part of the SDO • Alignment on the approach and decisions made around the system of engagement for learning for team members, learning workflow, interoperability of skills between systems, approach for smart training recommendations and so on • Customer's learning catalog data in flat file for soft launch/initial analysis	
			Session 3: SkyHive & Customer Technical Integration Session **Objective:** Discuss baseline metrics for learning (i.e., % of training completed) and Future scope technical integrations (if applicable) depending on Customers decision regarding the System of Record and System of Engagement for Learning. **Required Resources:** • SkyHive AE or Senior Leader • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • SkyHive Account Manager • SkyHive Customer Value Specialist • Customer Project Manager • Customer HR Leaders and L&D SMEs • Customer LMS / Technology SME/(s) • Customer Data SME/(s) • Consulting / advisory team **Inputs:** • Customer use cases and key value drivers • Customers LMS systems and learning workflows **Outputs:** • Alignment on approach for learning user flows • Alignment on the integration design parameters to support targeted employee reskilling • Consolidated Employee Reskilling information, as part of the Solutions Document Overview	Sample high level agenda slide / template
6-10	1 Hour x3 sessions	SkyHive solutions team schedules **'admin user flow' session/ (s)** with Customer and SkyHive Project team	**Session 1: Customer-led Session: Process and System Walk Through** **Objective:** Understand how workforce decisions are made by the business today. **Required Resources:** • SkyHive AE or Senior Leader • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • SkyHive Account Manager • SkyHive Customer Value Specialist • Customer Project Manager • Customer HR, Talent, and Workforce Strategy Leaders / SME(s) • Consulting / advisory team	Sample high level agenda slide / template

Week	Time	Step	Description	Template
			Inputs: • Insights into existing strategic workforce planning approach and workflows **Outputs:** • Understanding of Customer priorities for strategic workforce planning, their analytics and reporting needs for executive reporting, thereby driving data-backed informed decision making for the Customer	
			Session 2: SkyHive & Customer Functional Design Session **Objective:** Define the use cases based on SkyHive's Labor Market Insights including but not limited to talent supply/demand, emerging skill trends, etc. Discuss how SkyHive's insights can inform Build-Buy-Borrow strategy for the Customer. **Required Resources:** • SkyHive AE or Senior Leader • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • SkyHive Account Manager • SkyHive Customer Value Specialist • Customer Project Manager • Customer HR, Talent, and Workforce Strategy Leaders / SME(s) • Consulting / advisory team **Inputs:** • Customers' business priorities for strategic workforce planning and current/as-is state **Outputs:** • Determination of the to-be state • Alignment on reporting and analytics and how SkyHive can drive informed decision-making • Understanding the format, frequency and parameters to be included for analytics and reporting	Sample high level agenda slide / template
			Session 3: SkyHive & Customer Technical Deep Dive **Objective:** Align on analytics/reporting needs **Required Resources:** • SkyHive AE or Senior Leader • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • SkyHive Account Manager • SkyHive Customer Value Specialist • Customer Project Manager • Customer HR, Talent, and Workforce Strategy Leaders / SME(s) • Consulting / advisory team **Inputs:** • Customer's pain points, analytics/reporting requirements, audience, and consumer of data from SkyHive **Outputs:** • Customer is trained on SkyHive LMI Module • Alignment on approach for Workforce Transformation • Consolidated admin user flows to add to the Solutions Document Overview	Sample high level agenda slide / template

Week	Time	Step	Description	Template
11	1-2 Hours	SkyHive solutions team schedules a **value architecture** session with Customer and SkyHive Project team	**Objective:** Identify success metrics **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer Talent Architect / Job Architecture SME/(s) • Customer HCM / Technology SME/(s) • Customer Data SME/(s) • Consulting / advisory team **Inputs:** • Value metrics identified during pre-sales. **Outputs:** • Consolidated Value Metric information to add to the Solutions Document Overview	Sample For Business Users
12	1-2 Hours	SkyHive solutions team schedules **'Solution Review and Sign-off' Session**	**Objective:** Review Solutions Document Overview (SD) / Business Requirements Document (BRD) and align on delivery kick-off **Required Resources:** • SkyHive Solutions Rep • SkyHive Customer Delivery Rep (PM) • Customer Project Manager • Customer Talent Architect / Job Architecture SME/(s) • Customer HCM / Technology SME/(s) • Customer Data SME/(s) • Consulting / advisory team **Inputs:** • Draft Solutions Document Overview (SD) / Business Requirements Document (BRD) **Outputs:** • Finalized Solutions Document Overview (SD) / Business Requirements Document (BRD)	Sample SDO Sample of what a good SDO looks like

Solutioning: Resource Requirements

SkyHive Resources:

Solutions Rep	Accountable and responsible for scheduling / leading detailed solutioning sessions and gathering information for the solutions overview document (SOD)
Delivery Rep / Project Manager	Accountable and responsible for implementation and delivery
Customer Value Specialist	Responsible for helping the business to identify and track the agreed value metrics and ongoing Customer support
Account Manager	Responsible for connecting with key business stakeholder and ongoing Customer support
Senior Leader/(s)	Responsible for providing deep insights and expertise as needed

Customer Resources:

Project Manager	Accountable for leading the project on behalf of the Customer organization
Talent Architect / Job Architecture SME/(s)	Responsible for job architecture data and process design
HCM / Technology SME/(s)	Responsible for HCM architecture and process design
LMS / Technology SME/(s)	Responsible for managing LMS platforms and current LMS integrations
Talent Architect / Job Architecture SME/(s)	Responsible for job architecture data and process design
Data SME/(s)	Responsible for providing data exports as needed across HCM, LMS and any other system the Customer organization is looking to integrate with
HR L&D SME/(s):	Responsible for learning course content development
HR, Talent, and Workforce Strategy Leaders / SME(s):	Responsible for key HR decision making
Consulting / Advisory team:	Responsible for supporting with project and change management activities

Solutioning: Checklist

- Has the Solutions Document Overview (SDO) / Business Requirements Document (BRD) been signed off by responsible stakeholders?
- Has the value metrics been clearly discussed at both a business level and program sponsor level? (i.e., have we taken each pain point from the Customer one map and attached it to an output so that we can demonstrate ROI?)
- Has the Project Delivery Plan been agreed and signed off?

Solutioning: Common Pitfalls / Lessons Learned

- **Stakeholder Involvement:** Customers need to ensure they are brining the right stakeholders to the right sessions – i.e., we cannot have too many voices in the room with different objectives, similarly we should not have stakeholders in the room who are not contributing any value to the discussions. We need someone within the Customer organization that knows how they use / have configured their HCM solution. We need Functional SMEs within the Customer organization for design and configuration discussions etc.

- **SkyHive vs Consulting Partner:** SkyHive is a products company - we do not have the capabilities to drive transformational change within a Customer's organization, nor do we have the breadth of industry knowledge that consulting / advisory partners do; therefore, it is highly recommended that Customers work with consulting / advisory partners to drive internal transformation conversations, develop skill-based processes and procedures, lead project and change management activities etc.

- **It's an Art and Science:** SkyHive is a technology solution that help's organizations become skills driven, however, it is not the full solution. Customers must be prepared to iterate and validate skill extractions and develop internal processes to best utilize the insights from the SkyHive platform.

- **Early Engagement with Data and Information Security:** Customers should involve their Data and Information Security SME's during the sales process where possible to ensure impact assessments are being completed in a timely manner. Getting sign off early on what data will be shared etc. will ensure a smoother start to project kickoff and reduce delivery delays.
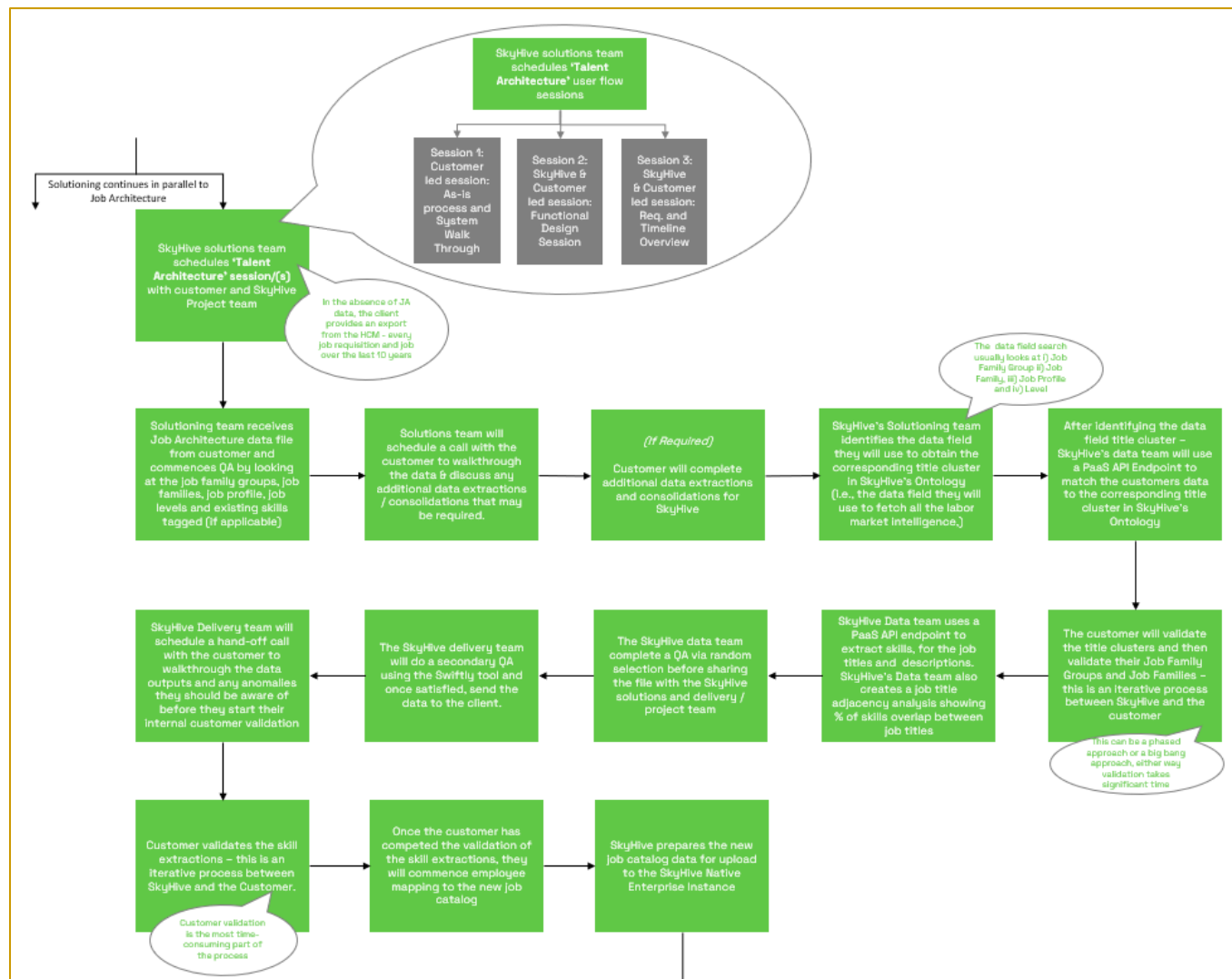
Horizon One: Job Architecture (as a service)

Job Architecture: Overview

Having a skills-based job architecture is the first step for transitioning from job-based to skill-based processes. Organizations need to deconstruct their jobs to the most granular level, in order to understand what skills, they need.

While SkyHive continues to build and automate the process of creating a skill-based Job Architecture within the Enterprise Platform, today– Customers can work with our solutions and delivery team to create this skill-based job architecture in excel spreadsheets before the data is uploaded into SkyHive Enterprise and the Customers HCM.

If you would like to learn more about Job Architecture (as a product feature within Enterprise) please let us know and we will schedule a meeting with our products team. To learn more about the Job Architecture (as a service) offering that we implement today, please continue reading.

Job Architecture: What To Expect

Week	Time	Step	Description	Template
3	TBC by Customer	Customer **extracts Job Architecture Data** and cleans / consolidates file before uploading the data file to a secure link for SkyHive to access. *In the absence of Job Architecture data, the Customer provides an export from their HCM - every job / job requisition from the last 10 years*	• Data extraction should be formatted per the provided template. • Customer must clean / prepare data for SkyHive QA. i.e., ○ If the Job Titles have a lot of non-relevant text or code, it should be removed. ○ If the data contains any abbreviations / acronyms i.e., SR. = Senior or Cons = Consultant, Customer should format with the full word or provide a mapping table for these abbreviations in another sheet in the excel workbook. • The Customer is responsible for setting up a secure site to share information on.	[JA Data Template](#) Job Requisition Template
4	3 Hours	SkyHive **Solutioning team receives Job Architecture data file** from Customer and **commences data QA**	• The SkyHive solutioning team will look at the job family groups, job families, job profile (title and description), job levels and existing skills tagged to the jobs if applicable.	N/a
4	1 Hour	SkyHive **Solutioning team** will schedule a call with the Customer to **walkthrough the data & discuss any additional data extractions / consolidations** that may be required.	• If the data is unclear and SkyHive has questions a call will be scheduled with the Customer for them to walkthrough the data. • The Customer will pull additional data extractions from the HCM and complete additional consolidations (if required) and re-upload the data file via secure Intralinks site for SkyHive to access.	N/a
4	2 Hours	SkyHive's Solutioning team **identifies the data field they will use to obtain the corresponding title cluster in SkyHive's Ontology** (i.e., the data field they will use to fetch all the labor market intelligence,)	• The data field search usually looks at i) Job family group ii) job family, iii) job profile and iv) job level. • The data field that is usually used to map to the SkyHive cluster title is job profile – however depending on the data job family may also be used.	N/a
7-10	~4 Hours	SkyHive's data team will use a **PaaS API Endpoint to match the Customers data to the corresponding title cluster** in	• This can be a phased approach i.e., Job Family Groups and Job Families per department or a big bang approach i.e., all Job Family Groups and Job Families across the entire organization.	 Sample Title Clusting

Week	Time	Step	Description	Template
		SkyHive's Ontology	• The Customer is accountable and responsible for their own validation – this includes identify their own validation approach and methodology.	
	TBC by Customer	**Customer will validate the title clusters** and then validate their Job Family Groups and Job Families – *this is an iterative process between SkyHive and the Customer.*	• This is an iterative process between SkyHive and the Customer. Once the Customer is comfortable with their groupings, we then processed to skill extractions.	
10	~8 Hours	SkyHive Delivery team uses a PaaS API endpoint to **extract skills, for the job titles and descriptions.** SkyHive's Data team also **creates a job title adjacency analysis showing % of skills overlap between job titles.**	• This is an internal SkyHive process	Skill adjacency matrix template
10	~3 Hours	The **SkyHive data team complete a QA via random selection** before sharing the file with the SkyHive solutions and delivery / project team.	• This is an internal SkyHive process	N/a
11	1 Hour per 50-100 objects	The **SkyHive Delivery team will do a secondary QA using the Swiftly tool** and once satisfied, send the data to the Customer.	• This is an internal SkyHive process	N/a
12-15	1 Hour	SkyHive's Delivery team will schedule a hand-off call with the Customer to **walkthrough the data outputs** and any anomalies they should be aware of before they start their internal Customer validation.	• Each Customer will have their own internal QA process. Consulting /Advisory partners can help define what this might look like and coordinate business validation. • The Customer is accountable and responsible for their own validation – this includes identify their own validation approach and methodology. • This is an iterative process between SkyHive and the Customer. Once we have sufficient confidence in the skill extractions, we then proceed to Employee Mapping.	Master Data Output Tab – Template of what the Customer receives from SkyHive (columns AT to AX)

Week	Time	Step	Description	Template
	TBC by Customer	Customer validates the skill extractions – *this is an iterative process between SkyHive and the Customer.*		
15	TBC by Customer	Customer commences employee mapping to the new job catalog	• We recommend Customers and their advisory partners completing the to the new job catalogue. • Once the employees have been mapped to the new job catalog the Customer should then cut and circulate the employee mapped file to the respective departments / business leaders and line managers for further validation / refinement.	N/a
16	2 Hours	SkyHive prepares the new job catalog data for upload to the SkyHive Native Enterprise Instance	• This is an internal SkyHive process	N/a

Job Architecture: Resource Requirements

SkyHive Resources:

Solutions Rep	Accountable and responsible for scheduling Job Architecture sessions, ensuring data is shared between the data team and the Customer, ensuing detailed QA is completed on the extractions
Project Manager	Accountable and responsible for implementation and delivery
Data Engineer	Responsible for using API endpoints for grouping and extracting skills on the job architecture and initial QA'ing of the data
Account Manager	Responsible for connecting with key business stakeholder and ongoing Customer support
Senior Leader/(s)	Responsible for providing deep insights and expertise as needed
Solutions Rep	Accountable and responsible for scheduling Job Architecture sessions, ensuring data is shared between the data team and the Customer, ensuing detailed QA is completed on the extractions

Customer Resources:

Project Manager	Accountable for leading the project on behalf of the Customer organization
Talent Architect / Job Architecture SME/(s)	Responsible for job architecture data and process design
HCM / Technology SME/(s)	Responsible for HCM architecture and process design
Data SME/(s)	Responsible for providing data exports as needed
HR, Talent and Workforce Strategy Leaders / SME(s):	Responsible for title cluster and skill extraction validation
Consulting / Advisory team:	Responsible for supporting with project and change management activities incl.

Job Architecture: Checklist

- Have the Job Family Groups and Job families been validated?
- Have the Skill Extractions for the job titles been validated?
- Have we completed a job title adjacency analysis?

Job Architecture: Common Pitfalls / Lessons Learned

- **Job Description Quality:** If a Customer's job description quality is poor, then the SkyHive AI engine will not be able to extract the level of skills a Customer might expect for their roles. i.e., a job description with 3 sentences will expose less skills than a job description with 10 sentences. Where there are roles that do not have detailed descriptions, a Customer needs to decide how they would like to proceed - a decision needs to be made by the Customer on whether they want to stick with and use the existing description (Inside out view) or if they want to supplement the description with external labor market data (outside in view).

- **Job Architecture Structures:** A Customers existing job architecture structure is not always comprehensive to others ("not readable by outsiders") – Therefore we ask that Customer cleanses and consolidates their data before providing it to SkyHive. For example, if the job titles have a lot of non-relevant text or code, it should be removed, or if the data contains any abbreviations / acronyms these should be formatted with the full word, or a mapping table should be provided by the Customer for these abbreviations.

- **Progression Data / Additional JA Data Points:** If a Customer does not have any progression data or a clear progression framework it is difficult for SkyHive to understand the current structure within the organization the Customer should advise SkyHive if they do not have such data. Although this does not

impact skill mapping to jobs, it impacts how some of the job profiles roll up to job families. In this situation we can use a company's supervisory structure to find patterns and then have the Customer SME's manually review and provide input to what the progression data would be, another option would be for the Customer to work with an advisory firm to 'pre-work' and identify a clear progression framework before starting the skills mapping.
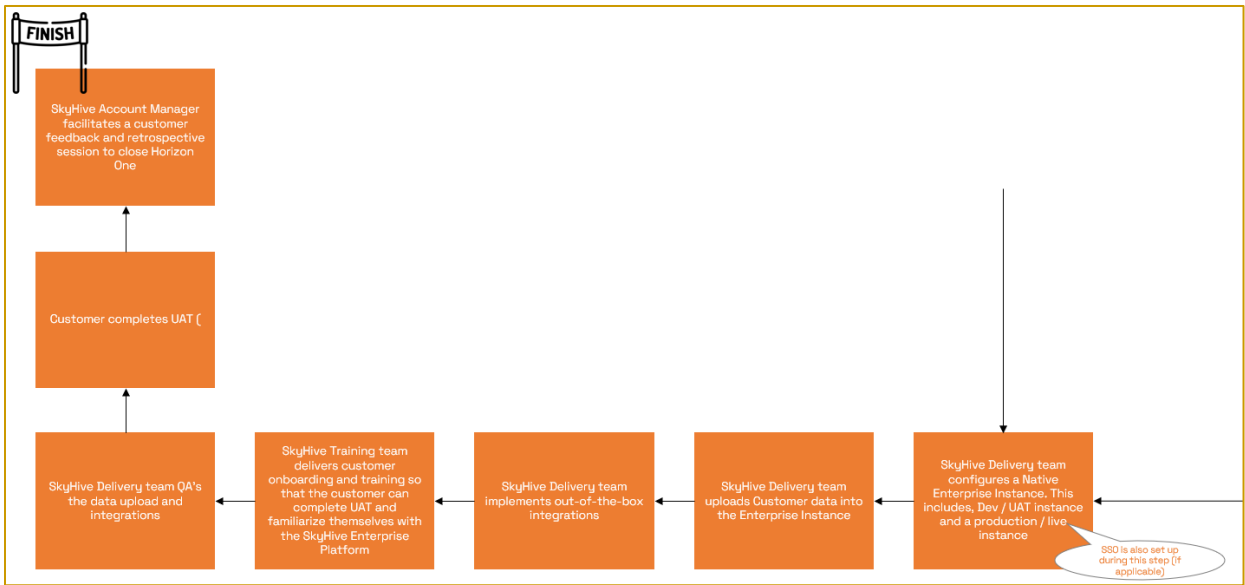
- **Skill Extraction – False Positives and Accuracy:** The first time we do the job family grouping or skills extraction we anticipate a number of false positives i.e., there may be some skills that have been extracted that are not relevant to the job, similarly there may be skills that have not been extracted that we would have expected to see for a job, the % of false positives are based on the quality of the dataset. However, with SkyHive QA and Customer validation we can iterate the groupings and extractions to get them in a place that the Customer is comfortable with.

- **Customer Validation:** Validation is often the most time-consuming part of the project. Each Customer will have their own internal validation process – what might work for one Customer may not work for another, that is why Customers should work closely with their advisory partner to ensure a clearly defined validation process is designed and agreed upon as soon as possible. What we have seen work well for Customers is when they delegate validation to a subset of HRBP's and /or Talent Leaders to review, validate and sign-off. The assignment of job profiles to known SME's can result in higher quality deliverables, less resources (time away from the day job) and less time to validate.

- **Skill Maintenance and Governance:** Our real-time, global skill ontology, although vast and rich in data, may not extract a skill that a Customer wants included in a particular job title or is a unique skill required specifically for that Customer to have in the job title (not relevant for similar job titles in other organizations). Customers need to consider that should they have organization specific skills that they are looking to attach to a job title and which the AI does not extract automatically – how these skills are going to be maintained going forward?

- **Workday Skills Cloud Skills:** SkyHive uses a mapping table to map Workday Skills Cloud Skills to SkyHive's skills. It is important to note that not every Workday Skills Cloud Skill is mapped to a SkyHive labor market skill. If a Customer want's to only use Workday Skills Cloud Skills, then they are going to lose skills that SkyHive has not yet mapped to Workday Skills Cloud Skills. If a Customer wants to only use Workday Skills Cloud Skills, they will be restricting themselves to the skills that are only in Workday Skills Cloud Skills and not the skills that are fluid in the labor market.

- **Phased Job Architecture or Big Bang:** Based on our Customer engagements to date, most Customer find it more manageable to validate extractions per business function rather than doing validates across the entire organization all at once. While the Customer is validating the first extraction for one business function, SkyHive can start extracting skills for the next business function and so on. This means there is a constant flow of extractions and validates happening which reduces delays and pauses in the delivery process.

- **Visualizing The Job & Skills Architecture:** SkyHive, at present, does not have a visual way (outside of excel s/s) to present a Customers skill architecture data back to them, this feature will be available in the SkyHive Enterprise Platform by the end of Q1 2024. As such, we recommend Customers leverage their advisory partners and internal data analytics team to visuals these excel s/s in Power BI, Tableau or another visual tool should it be required.

- **# of Skills Per Job Profile:** Similar to the validation process each Customer is unique, what might work for one Customer may not work for another – when it comes to how many skills should be attached to a job profile SkyHive usually recommends between 15-25 skills per job profile. However, this is at the discretion of the Customer. Customers should work with their advisory partners to understand what works best for their organization and talent processes, what would be the pros and cons to having more, or less skills etc. if the number of skills per job profile is too low, it will increase the number of false positive matches, vice versa, if the number of skills per job profile is to high it will increase the number of false negative matches.

Horizon One: Platform Configuration, Integration & Launch

Platform Configuration, Integration & Launch: Overview

The Horizon One Configuration & Launch phase has three distinct stages including 1) Enterprise Configuration, data upload and testing, 2) Customer Onboarding and training, and 3) Project Feedback. Each stage may be cycled through multiple times, depending on the complexity of the project.

Platform Configuration, Integration & Launch: What To Expect

Week	Time	Step	Description	Template
12	4-8 Hours	SkyHive Delivery Team configures the Enterprise Instance	• SkyHive configures the Enterprise instance according to the SDO • SkyHive delivery team review and QA configurations with respect to all feature flags and functionality	N/a
16	4 Hours per 10,000 Records	SkyHive Delivery Team uploads Customer data to the Enterprise Instance and QA's the instance	• SkyHive delivery team uploads Job data (position titles and descriptions) • SkyHive delivery team reviews and QA all the data ingested on the Enterprise instance	N/a
16-18	60+ Hours (2 Weeks + 4 Weeks Hyper Care)	SkyHive Delivery Team work to implement out-of-the-box integrations	• Internal SkyHive Process	N/a
17	2-3 Hours	SkyHive Training Team schedules Customer onboarding and training	• SkyHive will provide users with access to the instance ~1hour before the training commences so that they can follow along with the training on their own profile. • Onboarding training is conducted for Horizon One users (i.e., primarily HR Admins and Business Leaders) • Following the Training a recording of the session and additional material and help guides are provided to the Customer	SkyHive Help Center – Admin Guide SkyHive Support Email
17	N/a	Customer is Live on platform	• Monitoring by the project manager during the whole process is key to a successful project implementation • SkyHive Training rep and Customer value specialist provide hyper-care to support any issues or user errors	N/a
17-20	TBC By Customer	Customer completes UAT	• Customer is responsible for writing their own UAT scripts and completing their own UAT	
21-23	~2 Hours	SkyHive Account Manager conducts retrospectives and gathers project feedback	• SkyHive's Account Manager and Customer Value Specialists takes Customer feedback • Project feedback is shared with the entire SkyHive and Customer project team.	N/a

Platform Configuration, Integration & Launch: Resource Requirements

SkyHive Resources:

Project Manger	Accountable and responsible for leading the project on behalf of the SkyHive
Solutions Rep	Responsible for ensuring what was discussed during solutioning it implemented during delivery
Account Manager	Responsible for connecting with key business stakeholder and ongoing Customer support
Training Rep	Responsible for conducting training with the Customer organization and respective users
Customer Value Rep	Responsible for gathering feedback and works with the Customer organization to track success metrics

Customer Resources:

Project Manager	Accountable and responsible for leading the project on behalf of the Customer organization
HR Admins and Business leaders	Responsible for Customer UAT
HCM / Technology SME/(s)	Responsible for monitoring for any system / integration errors logged actions (for example Workday Studio Integrations are on the Customers Workday Tenant)
Data SME/(s)	Responsible for aligning on data quality
Consulting / Advisory team:	Responsible for supporting with project and change management activities incl.

Platform Configuration, Integration & Launch: Checklist

- Has the Platform been configured to the required features and flags?
- Has the OOTB integrations been completed?
- Has Job Data been uploaded?
    - Uploaded on SkyHive side?
    - Uploaded on Customer HCM?
- Has Customer training been completed?
- Has Customer UAT been completed?

Platform Configuration, Integration & Launch: Common Pitfalls / Lessons Learned

- **Customer UAT:** Customer must complete their own UAT – SkyHive does not provide UAT scripts for customers. Customers must write their own UAT scripts.

- **Product Design Workshops:** (Optional) following Horizon One – customers have an optional touchpoint for direct engagement with our product team – Customers' can review a subset of features that are coming down the pipeline and acts as closed beta Customer for testing that functionality etc.