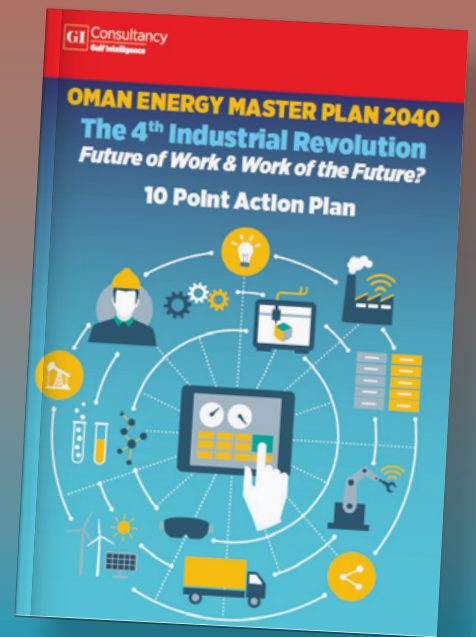


Oman Employability Assessment

Building a Better Working World for Oman
A Commitment to Employability



Gulf Intelligence
~Celebrating 10 Years of Knowledge Exchange~

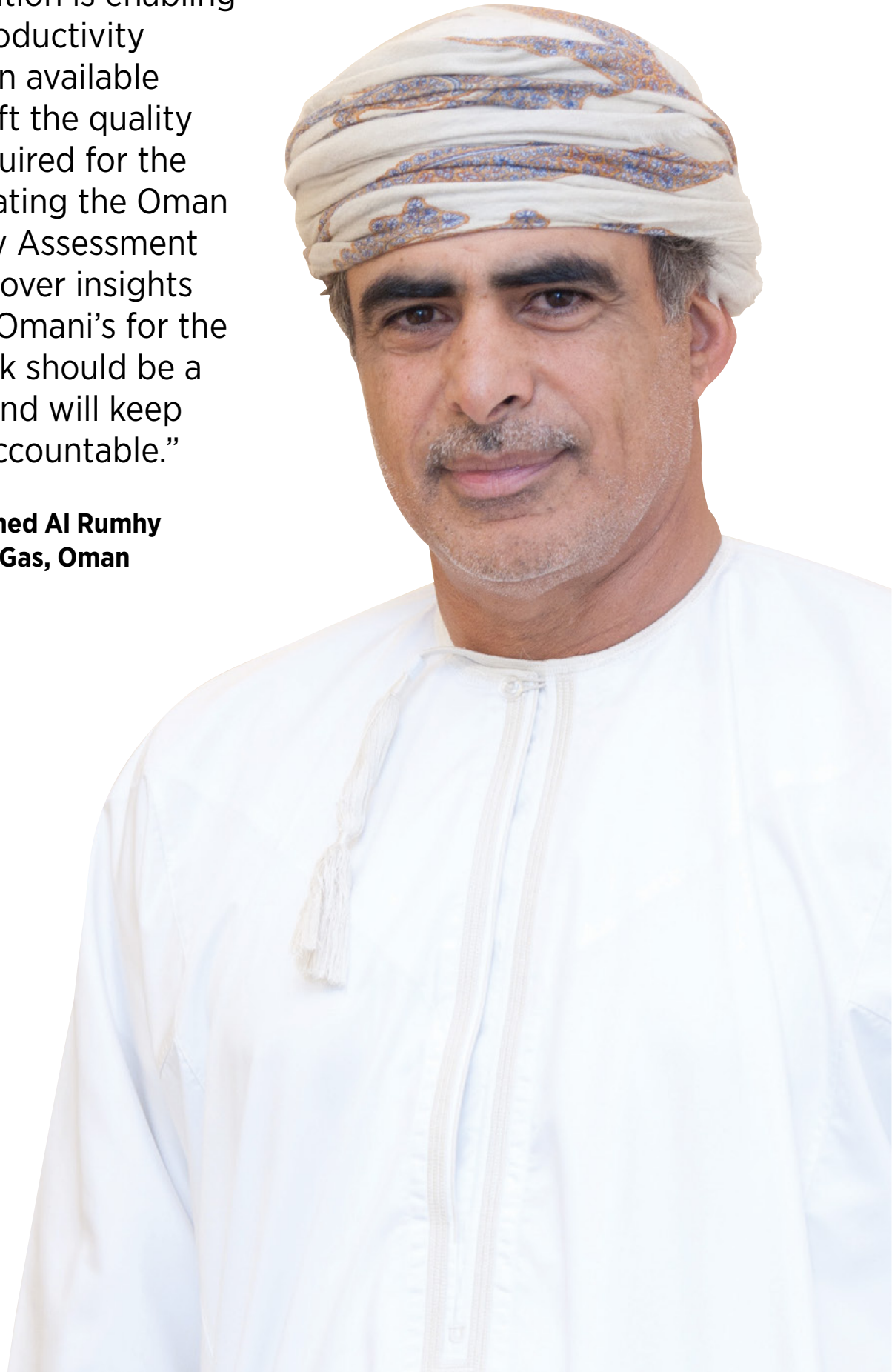


10 YEARS

ANNIVERSARY

“The 4th Industrial Revolution is enabling a boost in productivity and a boost in available tools that shift the quality and skills required for the industry. Creating the Oman Employability Assessment (OEA) to uncover insights and prepare Omani’s for the future of work should be a top priority and will keep companies accountable.”

H.E. Dr. Mohammed Al Rumhy
Minister of Oil & Gas, Oman



Executive Summary

Data Science. Mobile Supercomputing. Artificial Intelligence. Digitization. Robots. Automation. Data Harvesting and Mining.

We stand on the brink of a technological revolution that will fundamentally alter the way we work and how labor markets are structured. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will unfold, but one thing is clear: the response from Oman’s companies to it must be innovative, integrated, and comprehensive.

“You cannot wait for a house to burn down to buy fire insurance on it.”

The biggest trend of the 4th Industrial Revolution is the speed with which it will unfold. Companies in Oman are still taking a highly reactive posture on advancing the employability of its Omani workers during a time when technological advancement is increasing at exponential rates. Many are retroactively implementing -talent strategies while facing an onslaught of challenges to re-skill and up-skill employees, find new jobs for displaced workers, and recruit new talent that is negatively impacting companies’ bottom lines.

“Organizations that continue to be complacent with their talent strategies in the 4IR will get left behind. Innovate or Perish!”

Employees are the most important assets that companies have and this will only become more prevalent as the world propels into the digital future. The stronger the employability of a company’s workforce, the more successful that company will be in the 4th Industrial Revolution. Employees that continue to enhance their skillsets will add value on multiple levels for their organizations by creating new channels of opportunity for revenue growth, cutting down on operational costs, and by providing innovative solutions to disruptive challenges and market competition.

Our Approach

Basis for methodology and key terms

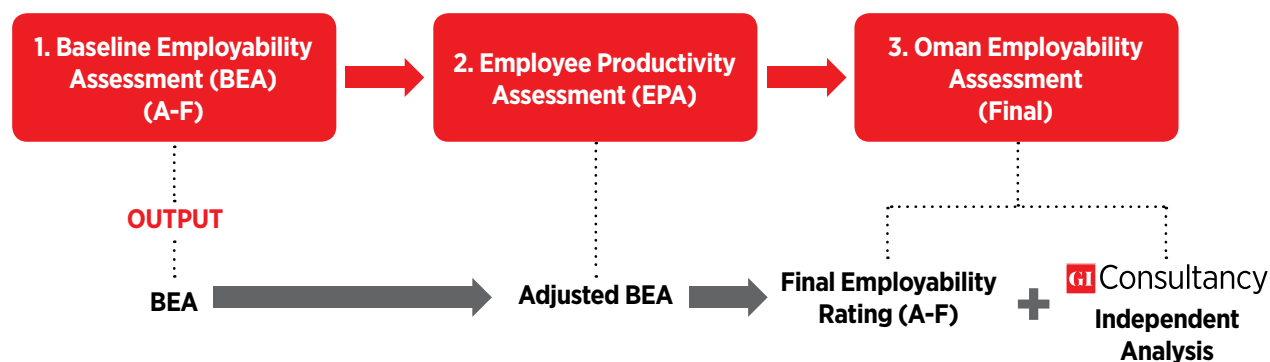
The Oman Employability Assessment (OEA) methodology incorporates and builds upon GI Consultancy research and experience of the current employability challenges throughout Oman, and intelligence harvested from the following sources:

- The Gulf Intelligence Oman Energy Forum 2017: Insights from over 200+ c-suite executives, government officials, and academics in Oman.
- The Oman Energy Master Plan 2040.
- Intelligence gathered from exclusive ministerial roundtables and internal seminars with the Sultanate’s leading companies.
- Numerous one-on-one meetings and interviews with HR and Change Management executives throughout Oman.

Assigning OEA ratings employs a sequential analysis, taking into account certain core areas of employability. The sequence, illustrated below in Exhibit A comprises:

- ✓ A Baseline Employability Assessment (BEA) with a grade rating of A to F.
- ✓ A quantifiable Employee Productivity Assessment (EPA) to be applied and to produce an adjusted BEA.
- ✓ A Final Employability Rating of A-F combined with a comprehensive GI Consultancy Independent Analysis.

EXHIBIT A Overall Approach to Rating Companies

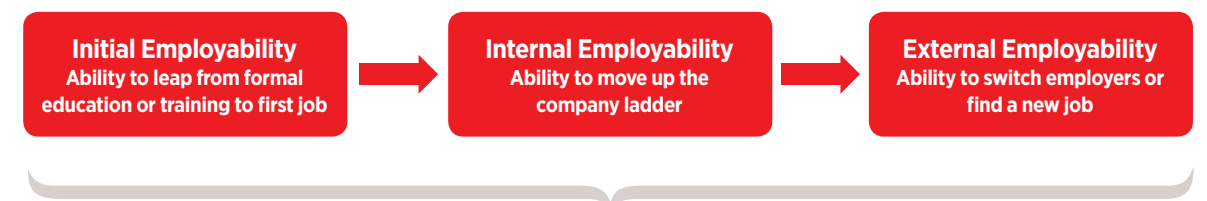


1. Overview of Omani Baseline Employability Assessment (BEA)

A Scorecard provides us with the structure to express the analysis of the three components that determines our BEA illustrated below in Exhibit B that a company impacts:

- ✓ **Initial Employability:** How well does a company do in facilitating an Omani’s ability to transition from formal education or training to a job.
- ✓ **Internal Employability:** How well does a company do in improving the ability for an Omani employee to ‘move up the company ladder?’
- ✓ **External Employability:** How well does a company do to ensure an Omani worker has the right skill set in order to move employers or acquire a job in the market within a reasonable timeframe?

EXHIBIT B BEA Structure



OUTPUT
Baseline Employability Assessment (BEA)

Letter Grade	% out of 100
A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	50-59%

Initial Employability

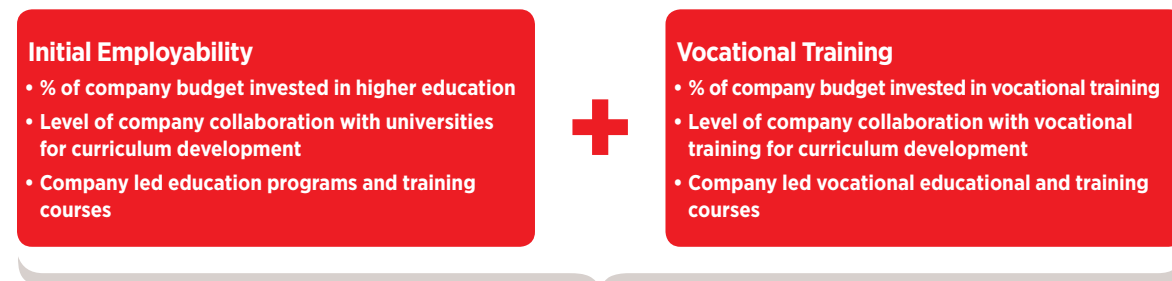
“The relevance of transferable skills for the labor market”

We begin our analysis with an assessment of the initial employability factors that we believe are predictive of a company’s impact on an Omani’s ability to successfully transition from formal education or vocational training to the job market.

Graduates entering the workforce must have acquired skills that are “on demand” in order to adapt to their changing roles and responsibilities within a company.

This initial employability profile draws heavily on GI Consultancy research and we use the rating scorecard below in Exhibit C

EXHIBIT C Initial Employability



OUTPUT

Initial Employability Score

Letter Grade	Max 50pts
A	45-50
B	40-44
C	35-39
D	30-34
F	<30

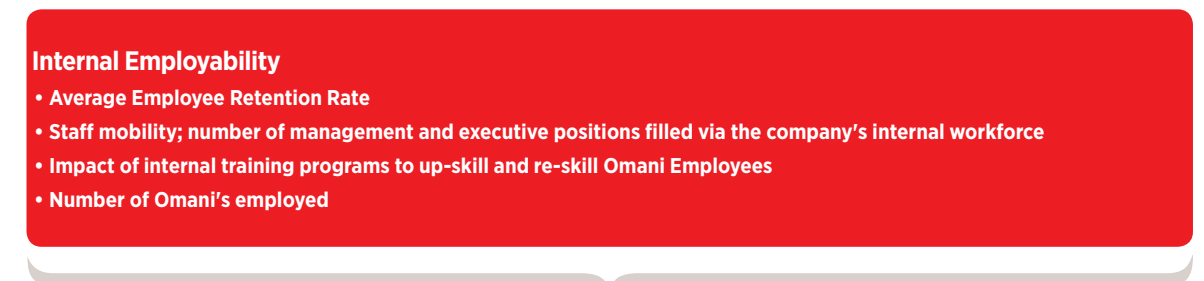
Internal Employability

“The versatility of the worker and their ‘dynamic’ aptitude to do the job, keep their job and adapt where necessary.”

Our analysis of a company’s internal employability profile focuses on an organization’s ability to improve the versatility of their employees and their dynamic aptitude to do the job, keep their job, and adapt where necessary. This enables the employer to adjust the workforce to the internal criteria of their company, without hiring workers from the external market. Adaptability is considered one of the core principles in internal employability.

This internal employability profile draws heavily on GI Consultancy research and we use the rating scorecard below in Exhibit D

EXHIBIT D Internal Employability



OUTPUT

Internal Employability Score

Letter Grade	Max 25pts
A	23-25
B	20-22
C	18-20
D	15-18
F	<15

External Employability

Our analysis of a company’s external employability profile refers to an organization’s impact on advancing an Omani employee’s ability to find work in a different company, within an acceptable time frame and in the right conditions.

This allows a worker to display their skills above and beyond a single company, which ultimately raises the value of their overall employability in the Fourth Industrial Revolution.

This external employability profile draws heavily on GI Consultancy research and we use the rating scorecard below in Exhibit E

EXHIBIT E External Employability

External Employability

- Value level of former employees in the external labor market
- Level of success of former employees in new organizations
- Average length of time for former employees to find a new job in the external labor market

OUTPUT
External Employability Score

Letter Grade	Max 25pts
A	23-25
B	20-22
C	18-20
D	15-18
F	<15

2. Overview of Omani Employee Productivity Assessment (EPA)

Our BEA measures the probability of a company successfully improving the employability of an Omani worker. The BEA, however, is not the sole determinant of an OEA rating, which is also informed by a quantitative equation that measures employee productivity within an organization.

The Employee Productivity Assessment (EPA), measure’s an employee’s productivity contribution to a company. The more successful a company is at advancing employability, the higher their employees’ individual contribution will be to that organizations overall revenue.

KEY TERMS

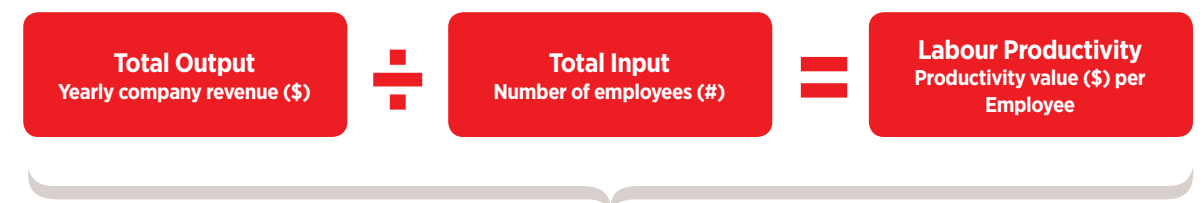
Labor Productivity Equation: measure’s an employee’s contribution (\$value) to a company. The more successful a company is at advancing employability, the higher their employees’ individual contribution (\$Value) will be.

Total Output (Yearly Revenue \$) / Total Input (# of Employees)

Ghost Workers: an employee that appears on the company’s payroll but does not contribute, or contributes very little, to the companies overall productivity.

Our approach to assigning EPA ratings employs the execution of the labor productivity equation illustrated below in Exhibit F

EXHIBIT F EPA Structure



Letter Grade	Productivity Strength
A	Very Strong
B	Strong
C	Average
D	Weak
F	Very Weak

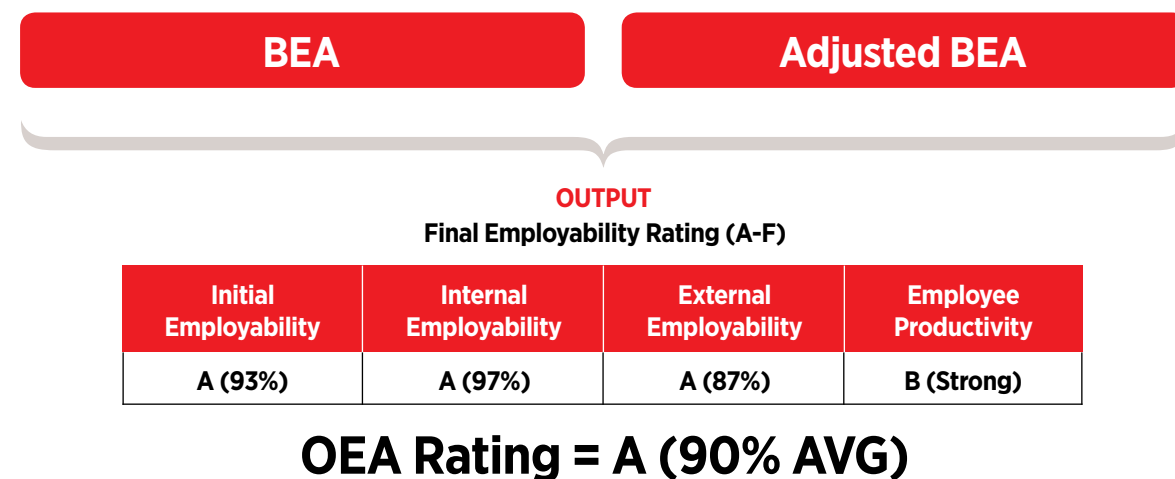
3. Oman Employability Assessment (Final)

We combine these assessments (BEA + EPA), stage-by-stage, to generate ratings for each pillar of employability with the average score equaling a final Oman Employability Assessment (OEA) rating (A-F). We also generate a GI Consultancy Independent Analysis of insights and recommendations to improve a company's position on advancing the employability of its Omani workers,

A final OEA Rating sample card is illustrated below in Exhibit G

EXHIBIT G OEA Final

COMPANY SCORE CARD (SAMPLE)



OEA Assessment as a Tool and Ratings Methodology

The Oman Employability Assessment is an essential component of measuring the advancement of the employability of Omanis, providing ratings, research, tools and analysis that contribute to transparent accountability of how successful companies are in creating the future world of work throughout the Sultanate.

By making sure that employability values are reflected across all companies in Oman, the country can take a major step in mitigating the disruption to its workforce brought on by the Fourth Industrial Revolution.

Glossary of Terms

The Fourth Industrial Revolution:

Employability: An individual's ability to gain initial employment, maintain employment, and obtain new employment if required. In simple terms, employability is about being capable of getting and keeping fulfilling work.

Initial Employability: How well does a company do in facilitating an Omani's ability to transition from formal education or training to a job.?

Internal Employability: How well does a company do in improving the ability for an Omani employee to 'move up the company ladder?'

External Employability: How well does a company do to ensure an Omani worker has the right skill set in order to move employers or acquire a job in the market within a reasonable timeframe?

Labor Productivity Equation: Measure's an employee's contribution (\$value) to a company. The more successful a company is at advancing employability, the higher their employees' individual contribution (\$Value) will be.

Ghost Workers: An employee that appears on the company's payroll but does not contribute, or contributes very little, to the companies overall productivity.

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