



Never miss a critical step

# From classroom to workplace: Empowering a national workforce

A white paper prepared by Rider International - May 2017



## Foreword

In this white paper, we examine how a new software platform, developed by Rider International, is supporting the Omanisation programme for Dalma Energy, and how this unique approach can be utilized to make a significant contribution towards national development programmes.

Rider offers a software solution that focuses on people and their engagement with work tasks. While the primary focus is workforce competence development, it has also been designed to support the organisation to achieve operational excellence and control of operational risk.

There are a number of significant barriers governing new employees gaining entry to the workplace, even for those with recognized qualifications. For industries such as oil and gas, petrochemical and utilities, which operate in higher risk environments, it is very important that support is provided for the transition from classroom to workplace.

Educational programmes, including TVET (Technical and Vocational Education and Training), blended learning and apprenticeships, are by and large classroom-based environments. Often experience of work conditions provided by these programmes is by necessity in a controlled or semi artificial environment. Such programmes can require significant resources both in terms of time and cost.

Utilising the Rider platform offers an innovative solution to bridging the gap from the classroom to the workplace.

Three areas are considered in the paper:

1. Equipping new entrants for the workplace.
2. The targeting of knowledge and support for the rapid integration of a new workforce.
3. The continual development and improvement on a journey from technician to senior management.

# A competent workforce

There are significant pressures on governments and commercial organisations to ensure effective arrangements are in place for the development of a skilled workforce. From Europe through the Americas to Africa and Asia, pressures are created by demographics, social expectations and economic factors.

In spite of significant investment, there is increasing evidence from around the world that too many workers are simply unprepared to meet the needs of employers, particularly in more competitive economic environments. Weak governance, perceived difficulties and poor incentives contribute to making the systems unreliable or ineffective (ICAEW report), with a particular problem of matching the needs of employers to the established qualifications. Many school leavers and graduates are unable to find jobs appropriate to their education and training and many independent studies report shortages of the right skills.

*Asia has plenty of educated young workers. But, at a time of industrial upgrading and technological sophistication, the knowledge and skills gained in school are often insufficient. As a result, youth unemployment, underemployment and job dissatisfaction are rising.*  
ICAEW *Economia* February 2016

**Rider provides the pathway to overcome these issues and fast track the operational readiness of new employees by helping to build experience on to the foundations of their learning.**

*In the recently published Global Energy Talent Index Report (Mar 2017) 72 % of global hiring managers in the oil and gas sector believed that the sector is facing a talent deficit, and that changes to recruitment, training and development were needed to address this (GETI 2017)*

For higher risk operations including the energy sector, this raises significant issues with regards to competence, risk and safety management. Recognising these issues, Rider has created its platform that supports the development of competence whilst providing practical tools for linking work activity to

*Enterprise surveys by the World Bank since 2000 in some 90 countries—several covered by repeated surveys—suggest that skills constraints impede workplace performance, particularly in more dynamic environments.*

business optimisation and process safety. **In effect breaking down the interface between the “classroom”, the real work place procedures and risk management. Equipping students for entry in to the workplace and supporting the organisation in monitoring and developing its workforce.**



One of the key issues for all commercial and government organisations is the need to provide resources that engage new entrants including access to specialist expertise. This investment is required in order to modify their existing working arrangements and management systems, adapting them to meet the needs of new starters.

Providing a formal structure with tools and processes to help assimilate new personnel and support on-the-job training (OJT) is an essential part of an effective national workforce (localisation) programme if the transition into work is to be a success.

It has long been recognized that work-based learning needs to be combined with experiential learning, allowing students to apply their knowledge to real situations. The advancement in TVET and apprenticeships are examples of programmes meeting these needs. But even for these programmes there continues to be a gap to full time employment. Consequently, the Rider approach is to ensure work activities are automatically linked to effective OJT programmes allowing students to acquire an adequate mix of knowledge, skills and experience and to build their competence, helping them enter and to remain in employment.

This approach is not a move away from traditional, familiar models of learning, but a new means of integrating learning and development models in to the workplace.

**Rider creates and monitors the metrics that allow OJT learning to be structured for the benefit of the individuals and the organisation.**

*Building skills in the applied sciences, engineering and technology may hold the key to the economic transformation of Sub-Saharan Africa. It currently ranks among the lowest in the world's regions in scientific research and development, contributing just 1.1% of global research output. With its rapidly growing youth population and 11 million new graduates entering the job market each year, the region needs to work quickly to find a solution to its skilled labor deficit*

*Innovation, Partnerships Needed for a Stronger Workforce in Africa  
March 27, 2017 The World Bank  
Nairobi, March 27, 2017*

# Connecting the classroom to the workplace

“There is plenty of anecdotal evidence to support claims of significant gaps between educational systems and the needs of employers”. (The Guardian October 2014)

Despite significant investment by governments in the establishment of curriculum and qualifications, which include apprenticeships and TVET programmes, there remains a significant step change for students in moving between the classroom and the workplace, this gap impacts the effectiveness of schemes for the develop of national workforces and increases costs for the employer.

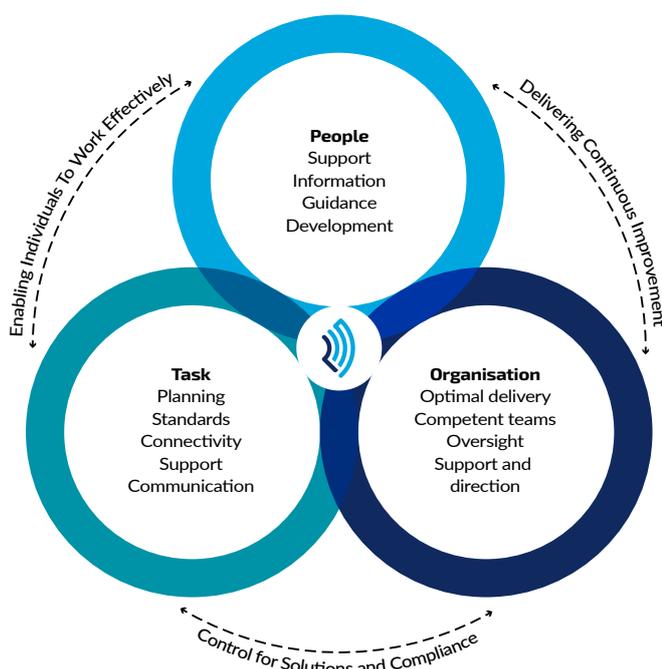
The Rider platform is uniquely capable of addressing a number of these issues and providing support to educational programmes for the benefit of students, employees and governments. **Rider links the work activities to knowledge and learning providing a seamless transition between the classroom and the workplace whilst allowing an employer to map competence and experience at an individual and group level.**

*According to the Talent Shortage Survey, a shocking 71% of companies in Brazil are struggling to recruit for such posts. And in India – despite the country’s many and fabled Indian Institutes of Technology – it’s still a massive 48%.*

It allows, for example, a college to build tasks and procedures and embed training material and guidance alongside a student’s profile of experience. As the student moves in to a workplace, the software auto-

matically profiles the student against the work activities and guides the employer through the levels of supervision, mentoring and support that is required as the student builds their experience and competence.

Benefits for the student are not simply based on the knowledge and support they receive, but on the ability to monitor progress against their current role and future career development. Allowing the knowledge, skills and competence they acquire to deliver real value, both in terms of improved integration with their first jobs and the support to grow towards new careers and pursue further learning without





## Omanisation

*Rider has supported Dalma Energy Oman in achieving long term development of the workforce and helped the company achieve and maintain a 92% level of Omanisation within its operational workforce. This compares with a country average for operators in the oil and gas sector of around 70%.*

*Improvement of operational efficiencies and the reduction of risk were key drivers for the project. To achieve this the Rider software was developed to provide improved support for work activities, linking individuals to the tasks that need to be completed and supporting team work through the provision of guidance and information. By mapping competencies against the planned work activities, the individuals get the support they need to ensure the work is completed safely, to time and to the required standard.*

*Oman has set ambitious targets to source and train more local talent. This long-term project has been in operation since 1988 and has played an important part in the gradual replacement of expatriates with suitably trained nationals in the oil and gas sector.*

*Training for employment and training for development are very important for any company wishing to operate in Oman and even those oil and gas companies that have succeeded in meeting a sector wider Omanisation target of 86% face challenges in replicating this further down the supply chain.*

*By mapping experiences and work activities against qualifications, the system has simplified the onboarding of new recruits, decreased the time required to make them competent and supported the development of the existing rig crews.*

*Rider monitors, develops and improves competence:*

- *Provides access to online learning to increase knowledge*
- *Records experience in the workplace*
- *Acts as a development tool to help prepare individuals for promotion*

having to start from scratch. This provides them with the chance to combine their qualifications with complementary skills within a similar or different study field.

For the employer, the system provides the structure, allowing new entrants to build their experiences on a journey towards competence. By linking work tasks and activities to learning and development models, competence assessment and experience mapping, the structure and support are in place for the employer. There are long-term benefits to this approach: the employee and employer can view the metrics that show how experience and learning are delivering competence. The work tasks can be programmed and monitored, while there is continual support provided through e-learning, site briefings and classroom training. Guidance forms part of the library structures within the software, linking the planned work activities to reinforcement of knowledge and skills. When enterprises deliver new products or services, adopt new technology, production methods or processes, Rider automates the process, allowing an overlay of the demands of a new post to show what additional experience and training would be required.



# Building for the future

Rider has demonstrated a capability for strengthening the links between education providers and the needs of employers in the energy sector. The model has been successfully tested with Dalma Energy as part of its Omanisation project helping to deliver national workforce development.

The system is capable of connecting the classroom to the workplace, assisting with those first critical steps to competence and career development, reducing employer costs and contributing to the establishment of a flexible workforce.

This unique platform with its focus on people, tasks and operational efficiency delivers:

1. Connectivity between the classroom and workplace.
2. Mapping of experience and competence.
3. Coaching and training support directly linked to the workplace tasks.
4. Linkages between the activity and continual learning and development.
5. Employer oversight of a student's development towards competence.
6. Career development through qualifications and experience analysis.
7. Management oversight of competence.
8. Operational effectiveness and risk reduction.

Employers can see immediate results and the students know what they need to do to grow their capability. Rider provides access to the tools needed to support their career entry and development.

This approach significantly reduces the time commitment of employers while also reducing the pressure on existing staff as mentoring and support is built in to the system, and team leaders have the data at hand that lets them assess the capability of each individual.

The software is designed to deliver business optimization through the control of work activities. Its unique approach allows for the continual development of people whilst at the same time delivering cost efficiencies and risk reduction. In short, Rider is a tool that helps organisations achieve the three main key performance indicators in any operating environment.



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