

اورپك
Orpic



Human Capital Management Draft Framework January 2014

Agenda



- **Methodology**
- **Objectives**
- **Analysis**
- **Human Capital Model**
- **Projects**
- **Measures**

Methodology, value creation...

Engineering Mindset

Inputs → Activities → Outputs



Support ← Do Differently ← Results

Value Creation Mindset

↑
WHAT

↑
HOW

↑
WHY

Objectives

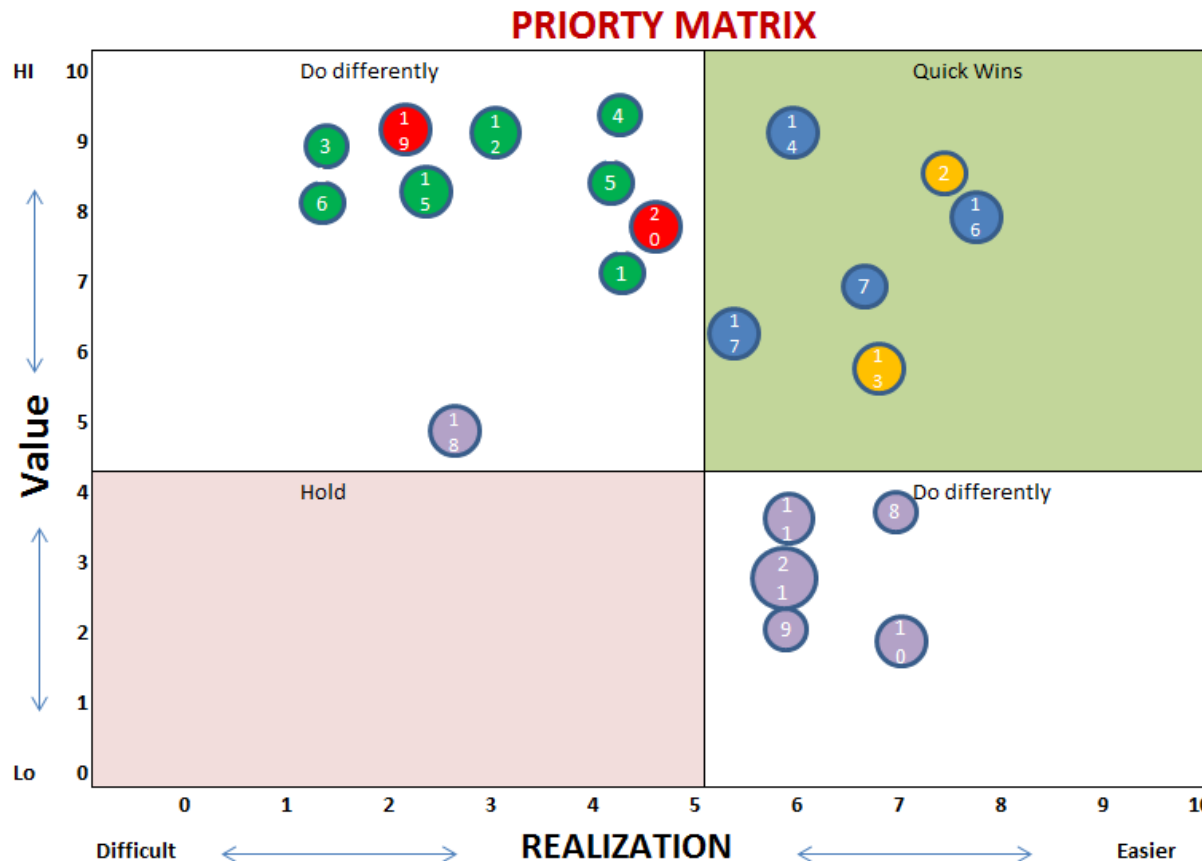


- **Employee Value Proposition that will attract and retain staff**
- **Learning and Performance environment that ensures capable staff**
- **Groom leaders/talent from within**
- **Human Capital framework that ensures and integrated approach**
- **Transform HRS from administrative to strategic role**

Analysis, data gathering...

- **Workshop with Managers**
- **Employee quick survey**
- **HRS Manager mini work sessions**
- **Benchmark other Human Capital models**

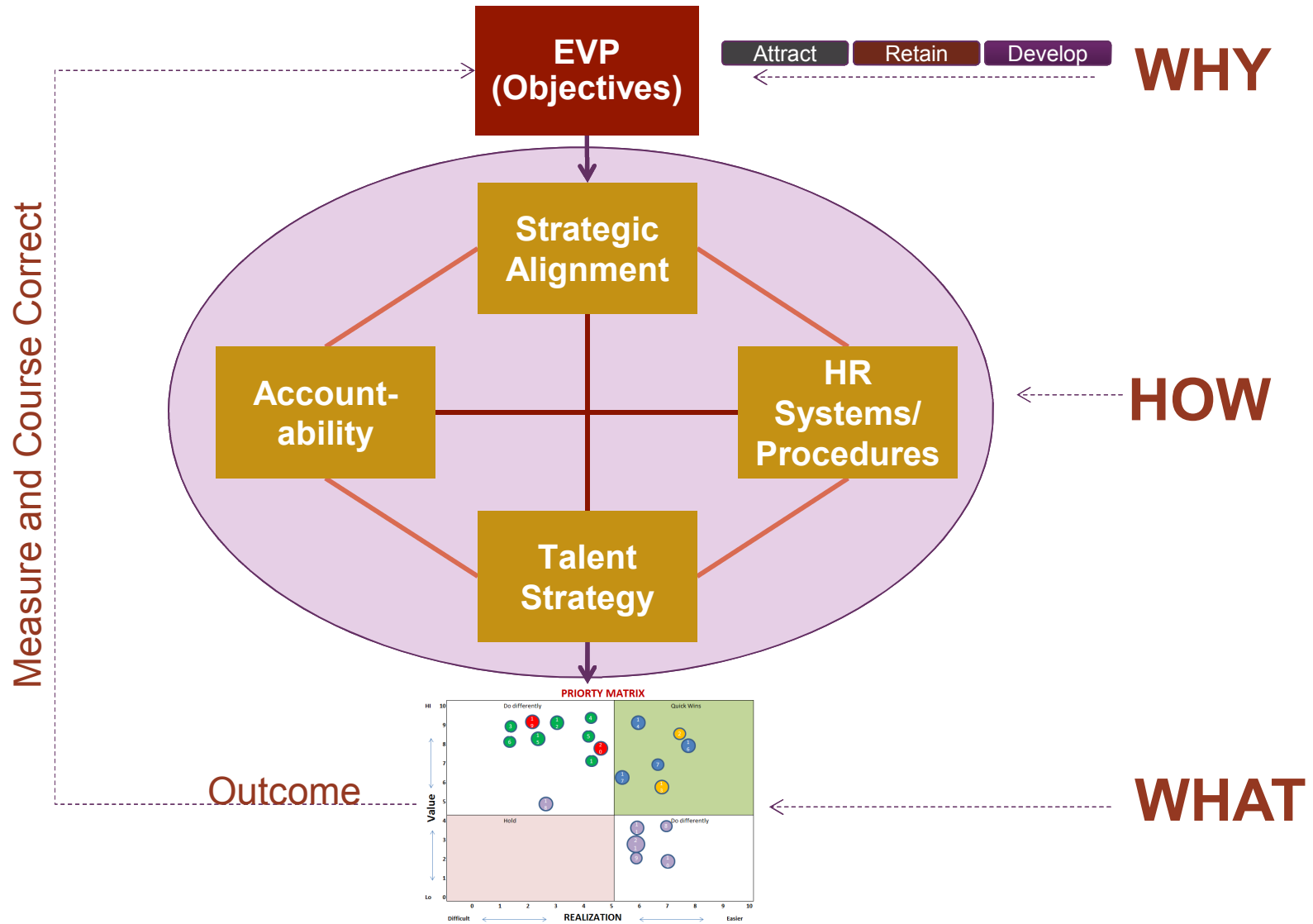
Analysis, priority...



Human Capital Topics

- 25% 1 Manpower Planning
- 50% 2 Staffing
- 25% 3 Learning and Development (Training)
- 25% 4 Leadership Development
- 50% 5 Integrated Performance Management
- 25% 6 Career Planning and Succession
- 7 Integrated Promotion
- 8 Grievance and Disciplinary
- 9 Principle Terms and Conditions
- 10 Separation from Service
- 11 Sustainable Employee File/Records
- 25% 12 Automation of HR activities
- 25% 13 HR procedures
- 14 Comp and Benefits, Benchmark, Review
- 50% 15 HR Service Delivery Model
- 16 Trade Union
- 17 HR ICV
- 18 Work Culture and Values
- 19 Talent Management
- 20 Strategic Alignment
- 21 Exit management
- 22 Employee Engagement

Human Capital Model, draft...



Human Capital, focus, gap and action...



Human Capital Focus	Gap	Strategy	Action	US\$	US\$	Timeline
Performance and Development	Not integrated with Talent Management processes	Outsourced	Orpic Competency Dictionary Align with other HR processes Interface with Tawasul	300,000	300,000	2015
	Not aligned with Best Practice IDP Link Automate IPMS process		Benchmarking			
Learning and Development	Training Needs Framework Integrated system	Outsourced	Contract awarded Part of Competency Model action Review CDC strategy and Deliverables	70,000		2014
	In-house CDC delivery/role	Internal	Align similar as HRP Model Report and accountable to Training			
	Building coaching capability	Outsourced	Framework and implement	200,000		2014
	Self Learning Platforms	Outsourced	Assess e-Learning for relevant modules Develop top 50 technical on-line modules	300,000 150,000	150,000	2014 2015
Leadership	Implement framework and programs	Outsourced	In accordance with approved scope and plan	450,000 650,000 300,000	250,000	2013 2014 2015
	No central database	Outsourced	Part of Performance model automation			
Career Planning	No Career paths Not integrated with Talent Management systems	Outsourced	Part of Performance and Development Action Integrate. Same as above			
Manpower Planning	Not aligned with strategic plan	Internal	Review Manpower planning process			
	Not linked with Talent Management processes	Internal				
	Not aligned with personal cost planning Limited internal resources for structure review request	Outsourced Outsourced	Implement PCP OD Facilitate, at Function cost	60,000		2014
Staffing	Strategic Project Staffing Support (LPP, SRIP and MSPP)	Outsourced	Award to external vendor Appoint internal recruitment panels	500,000		2013
	Sourcing strategies/models	Internal	Identify more effective and efficient ways			
	Interview and selection process	Internal	Identify more effective and efficient ways			

Human Capital, focus, gap and action...



Human Capital Focus	Gap	Strategy	Action	US\$	US\$	Timeline
HR Service Model	Silo's Disconnect to business HR capabilities	Internal	Automate to provide seamless customer service Review HR structure to deliver HCM Office arrangements Quarterly HR engagement interventions Continue with current IDP process			
Automate HR processes	Training Performance Competency Succession Personnel Cost Planning e-Recruitment Time Management	Outsourced Outsourced Outsourced Outsourced Outsourced Outsourced Outsourced	Included under Pert and Development Included under Performance and Development Included under Performance and Development Included under Performance and Development Included under Manpower Planning Develop, test, implement Develop, test, implement			2015 2015 2014 2015 2014 2015 2014
HR Procedures	Not documented Not benchmarked Not available to staff	Internal	Form dedicated taskforce Identify key procedures Develop, approve and implement In Oman, best practices OCM and available via TAWASUL	50,000		2014
				3,180,000	750,000	

Measurements

EVP at first quartile of benchmark 

80% of leaders staffed from within 

Improve capability 3% yearly from baseline 

Attrition rate below 5% 

Mission critical position more than one person ready 

10 formal training days per staff per year 

1 hour leader coaching per staff, per month 

Implemented recognition scheme 

Questions