





**His Royal Highness
Prince Khalifa
Bin Salman Al Khalifa**
The Prime Minister
of the Kingdom of Bahrain



**His Majesty
King Hamad
Bin Isa Al Khalifa**
The King
of the Kingdom of Bahrain



**His Royal Highness
Prince Salman
Bin Hamad Al Khalifa**
The Crown Prince, Deputy
Supreme Commander and First
Deputy Prime Minister



Higher Education and Industry, Powering the Nation.

Contents

Ministerial Introduction.....	7
Foreword by the Secretary General of the HEC.....	9
Project Overview	10
Digital Economy	12
Health Care	20
Financial Services	25
• Accounting & Auditing	26
• Banking & Finance	30
• Insurance	35
Public Sector.....	39
Oil & Gas	44
Manufacturing & Construction	49
• Aluminum	50
• Manufacturing	53
• Construction	56
• Ship Repair	59
Training & Education	62
• Private Education	63
• Vocational training	67
Creative & Service	70
• Retail	71
• Hotels & Hospitality	74
• PR & Media	80
Acknowledgments	90

Ministerial Introduction

Welcome to the first employer led skills requirements and graduate skills analysis for the Kingdom of Bahrain. This work represents a significant milestone for the country's higher education reforms overseen by H. H. Deputy Premier and President of the Supreme Council for the Development of Education and Training Shaikh Mohammed bin Mubarak Al Khalifa. This project will allow the sector of higher education to meet the future needs of Bahrain and develop highly skilled graduates that will drive economic growth and innovation.



This project is a result of the feedback given to us at the HEC regarding the quality of graduates and the need for relevant skills. The higher education sector is central to the economic growth and future prosperity of Bahrain and through collaboration with employers, the higher education sector can look to improve its performance and graduate outcomes.

It is clear that employers require relevant knowledge and twenty first century skills supported by excellent soft skills. It is also clear that curriculum and teaching methods need to be updated urgently to meet the needs of employers. The higher education sector must understand the needs of employers and respond to their needs now and in the future, closer working relations between higher education and industry can only achieve this.

I am delighted that numerous employers both local and international from Private and Public sectors have been involved in this process across several key sectors for Bahrain. I would like to thank them all for their participation and contribution in identifying their needs and requirements of their sectors of our graduates. In addition to thanking the officials of the Secretariat General of HEC.

Finally, now that key skills and training requirements have been identified, it is up to our institutions to respond accordingly and ensure that all students will graduate with a skill set that is relevant to the employers needs.

Dr Majid Bin Ali Al-Nuaimi

Minister for Education

Chairman of the Higher Education Council

Foreword by the Secretary General of the Higher Education Council

On behalf of higher education in Bahrain, I am pleased to present the first graduate skills and training requirements for several of the key employment sectors in Bahrain.

Following the launch of the first higher education national strategy in 2014, a key element of that strategy was giving students skills for the future. This work forms a key element of delivering skills for the future; however, it is only the start.



Evidence is clear that the most progressive economies and education systems are ones in which the two are closely aligned. Through our work with industry, it has become clear that within Bahrain there is a clear disconnect between the requirements of employers and the skills of graduates from higher education. However, this is a challenge for not just for higher education, this is a challenge for Bahrain. The responsibility for addressing this skills gap lies with students, higher education institutes, employers, government agencies and all stakeholders who have a stake in creating a better Bahrain.

This work is only the starting point, as we progress the information we get from employers will improve and for some sectors this exercise has helped them to understand their skills gaps and future requirements. In addition, our work will continue to look at sectors that we have not included so far, this is an ongoing project. Industry and employers must understand that in order to win in the future they must invest time and resources to build a clear picture for higher education in terms of their requirements both now and ongoing. The Higher Education Council will continue to facilitate this link with industry through our National Steering Committee and sector task forces in health, ICT and financial services. Higher education institutes must respond to the needs of employers, the role of higher education is to provide students with the knowledge and skill set required by industry and employers. It is clear that jobs exist for graduates and especially for Bahraini graduates; employers want to hire our own graduates, however, the lack of relevant technical, soft skills and work experience is problematic. Higher education must become more practical and relevant to the needs of employers and the twenty first century; employers no longer pay for what graduates know but for what they can do with their knowledge.

Finally, I wish to thank the many employers, industry leaders and government agencies that have contributed to this project. The contribution has been overwhelming as has been the efforts and dedication of so many people that we have acknowledged in this publication. This work is not the end of the project, it is the start as much more needs to be done to create a skilled workforce that ensures Bahrain's long-term prosperity.

Professor Riyad Y. Hamzah
General Secretary Higher Education Council

Closing the Gap between Higher Education and Industry- Project Overview

Evidence is clear that the most progressive economies are the ones in which the education systems and industry are aligned. This evidence led to one of the higher education council's key strategic objectives, to close the gap between the needs of employers in Bahrain and the skills of graduates.

In 2014, the first National higher education and industry committee was set up to give employers a voice regarding the quality of higher education graduates and to understand employers human capital issues. In addition, three sector specific tasks forces were created in the areas of ICT, health and financial services to provide expert advice to the higher education council in these critical areas.

The office of the General Secretary instigated a project with several key sectors in Bahrain involving employers ranging from international firms to SMEs to gain from them their issues, an understanding of their sector, outlook and graduate requirements. Our attempt was to tell a story for each sector which is laid out in the storyboard.

The result of this work has resulted in this first skills gaps publication across several key sectors with its subsectors included. The intended use for this publication is for universities to revise how they operate and how they deliver higher education in addition to students gaining an understanding of what is required from them by employers.

This is the first version and it will be revised annually to keep pace with emerging sectors, trends and technology. Finally, work will begin on working with sectors that we have not included in this version; the work to continually improve the higher education sector to make it more relevant to the needs of employers is an ongoing priority.



1. What are key skills challenges in your sector?

2. The importance of your sector today

3. Imagine where the sector could be tomorrow

4. Performance challenge - quality of graduates

5. Prevalence of professional certifications

6. Skills and proficiency levels required

7. Future career opportunities

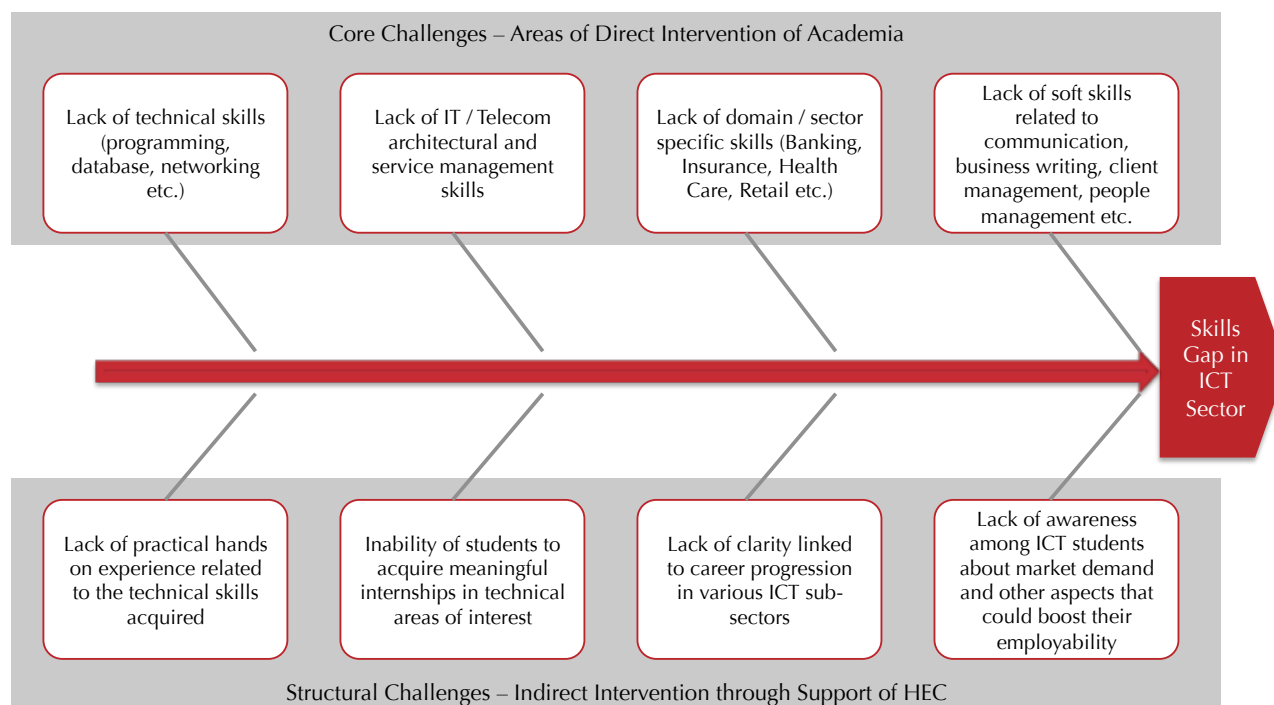
8. Recommended training for students

9. Final key messages

Key Skills Challenges

What are the skills challenges within your sector today?

- In order to breach the risks resulting from the gap present in the ICT sector and Bahraini work force, each stakeholder should participate in reducing the frequency, magnitude, or severity of exposure to risks, as well as work on minimizing the potential impact of expected threats.
- Lack of technical ICT Bahraini experts
- Lack of specialized Service Providers
- Inability to keep up with emerging technologies
- Misalignment of IT programs with current market needs requirements
- Lack of integration between academic curriculum and vocational training courses
- Inability to provide needed specialized ICT training courses due to:
 - Absence of skilled trainers
 - Lack of needed infrastructure
 - No association with accredited/awarding bodies
- Reliance of contract based employment due to lack of specialized ICT Bahraini employees
- Inability to match market offers presented to ICT employees

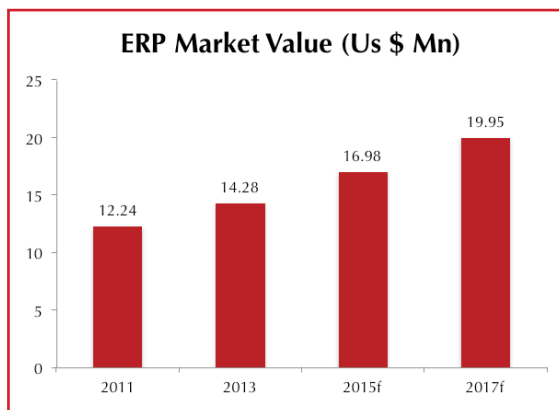


The Importance of the ICT Sector

- The Telecommunications Sector contributes a healthy 4% to the GDP of Bahrain.
- BD 406 million was the annual gross turnover of telecoms sector in 2011.
- Telecoms revenues represented 4% of GDP in 2011.
- Mobile services revenues represent 46% of retail services revenues followed by international calls (22%), leased lines (15%), internet (12%) and fixed telephony (5%).
- In 2011 approximately 2,700 employees worked directly in the telecom sector i.e. a 50% growth in the number of employees since liberalization in 2003.

The Future of the ICT Sector

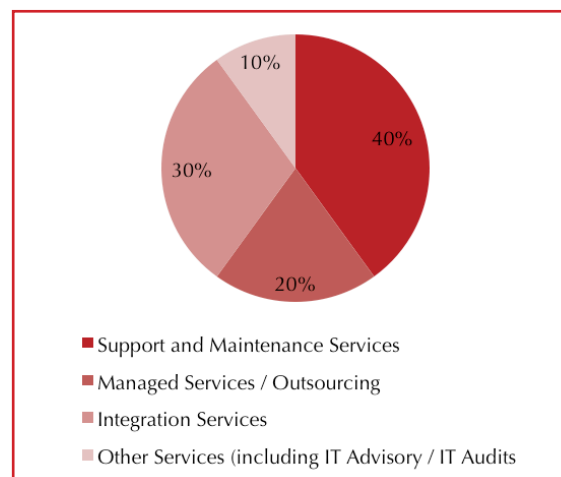
- Total demand for software solutions and services is estimated to be around \$138.7 Mn in 2013 which is expected



- to further grow to \$193.1 Mn by 2017
- Demand for software solutions is estimated to be around \$47.6 Mn in 2013 which is expected to further grow to \$66.5 Mn by 2017
- Demand for software services is estimated to be around \$91.1 Mn in 2013 which is expected to further grow to \$126.6 Mn by 2017
- BD406 million annual gross turnover of

telecoms sector in 2011.

- Telecoms revenues represented 4% of GDP in 2011. (source: TRA)
- The Bahraini software solutions market is expected to account for around 13% of the Total IT spending by 2017.
- With a high Internet connectivity rate of 250% and government focus on building a knowledge-based economy, Bahrain is expected to excel at a rapid rate in the development of talent pool required to meet the anticipated high demand.
- As shown in the figure (left), the demand for ERP solutions is forecasted to increase from its present levels of \$14.28 Mn to \$19.95 Mn in line with the overall CAGR of 9% predicted for the software solutions segment.
- Lack of focus on Arabic Content Development as a limiting factor to adoption of mobile apps across GCC. While 5% of the world population speaks Arabic, yet only 1.5% of the total content being developed is Arabic.
- Key driver sectors for industry specific softwares (software verticals) include oil & Gas, Finance & Banking, Construction, Energy, Shipping & offshore, Retail, Transportation & Logistics, Healthcare, Government as well as Telecom.



Quality of Current University Graduates

ICT specific council recently conducted a skill gap assessment for various ICT sub-sectors in Bahrain. The research was a mix of secondary research for benchmarking of Bahraini skills with international standards as well as primary research based on feedback from 155 employees working in various ICT sectors. Feedback was obtained on several aspects including the current skills and competencies of Bahraini workforce employed in the ICT sector, skills and proficiency requirements, experience requirements etc. Following are the key observations:

- Low presence of IT software development activities leading to low proficiency levels in different programming languages
- Operating system skills are present among employees at different levels with prevalence of professional proficiency to be most frequent in MS Windows, Server

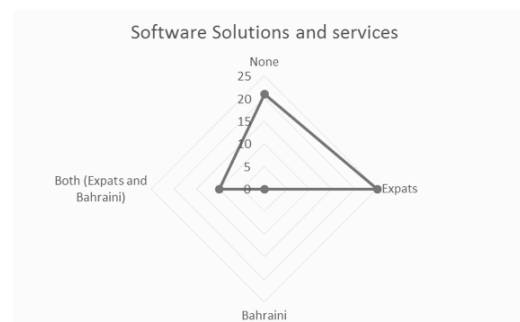
Platforms, .Net framework and Java platforms.

- Proficiency across different business domains are present in limited proportions across the respondent pool.
- Lack of specific application integration skills
- Limited capabilities to create high quality user manuals or business requirement documentations.
- Low proficiency with respect to usage of tools for code editing, merging, unit testing and performance testing.
- Availability of proficient students for network implementation and network planning and optimization.
- Critical deficiencies with respect to soft skills including analytical skills, critical thinking skills, work flexibility and adaptability and project management capabilities

Current Supply & Demand Scenario

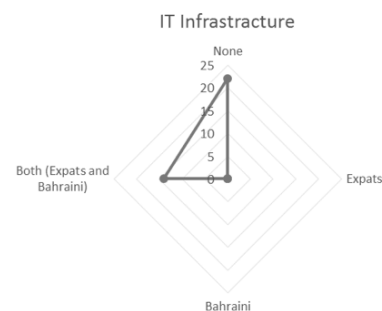
Software Solutions & Services sector:

has great talent demand as it is dominated currently by expat plus it has anticipated futuristic roles covered by none.



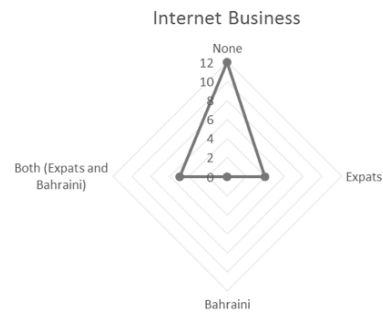
IT Infrastructure sector:

Great talent demand as it has anticipated futuristic roles covered by none.



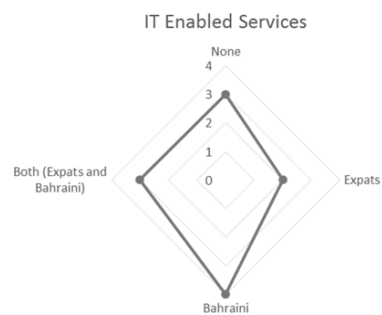
Internet Business sector:

Great talent demand as it has anticipated futuristic roles covered by none.

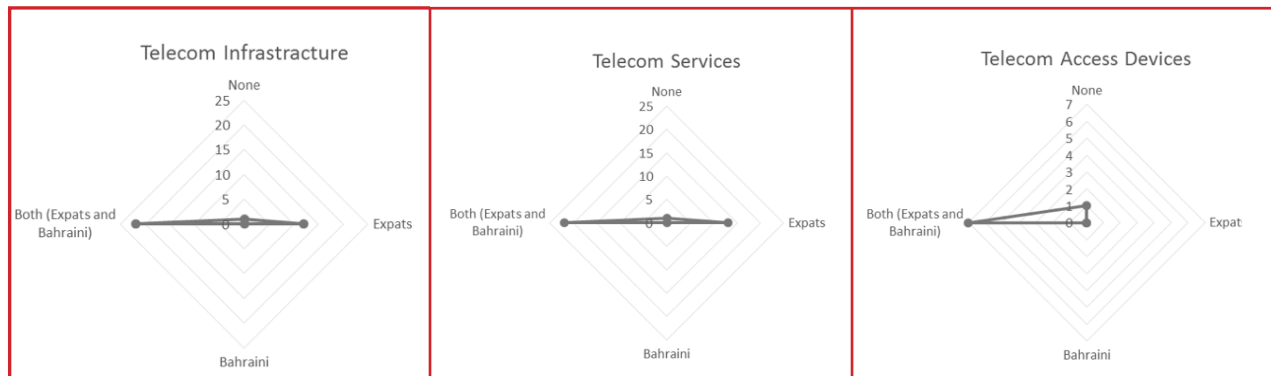


IT Enabled Services sector:

Has great talent demand as some the jobs are dominated currently by expat plus it has anticipated futuristic roles covered by none.



Bahranisation is well achieved in this sector but still there is great talent demand as many jobs are still occupied by expats.



* The Data were extracted from the Study for ICT Sector Training in the Kingdom of Bahrain performed by ICTSC

Professional Certification

What professional certificates are prevalent and valued in your sector?

- Microsoft Certifications (Development / Database / Infrastructure Tracks)
- Oracle Certifications (Database Track)
- Cisco / Juniper Certifications (Networking / Wireless Tracks)
- Information Security Certifications (Cisco / ISO / EC – Council)
- Project Management Certifications (PMP, Prince2)
- IT Service Management Certifications (ITIL)
- ISO Certifications (IT Audit Tracks)
- Server Administration Certifications (CompTIA / HP / Oracle / Microsoft)
- Cloud Computing Certifications (Microsoft / CompTIA / GAQM / CCA / EMC2)
- Virtualization Certifications (VmWare)

Skills and Proficiency levels Required of Graduates

IT Sector:

- Software Programming
- Cloud Computing
- Virtualization
- Data Center Design / Management
- IT Infrastructure Management
- IT Enterprise Solutions (Implementation & Maintenance)
- Database (Design / Implementation / Maintenance)
- IT Security (Design / Implementation / Maintenance)
- IT Governance & Reporting
- IT Architecture Design / IT Frameworks
- Data Analytics
- IT Service Management
- IT Project Management

Telecom Sector:

- Network Planning
- Network Troubleshooting
- Home/ SOHO Network Architecture
- NGN Active Networks
- NGN Passive Networks

- NGN Networks (Both active and passive)
- Network Operations and Maintenance
- Radio Access Network Management
- Wired Network Management
- Acceptance Testing for Transmission Network Links
- Network/ Telecom Infrastructure(Introductory Program)
- Training in Specific Telecom Products (Access Devices)
- Domain/ Industry Training on Telecom Basics

Leadership Skills:

- Team Skills / team management / people management
- Interpersonal skills
- Customer engagement skills
- Problem solving

Communication Skills:

- Business language (English & Arabic)
- Effective communication skills
- Listening skills
- Presentation skills

Business Relationship Skills

- Sales & business development skills
- Negotiation skills
- Business etiquettes / telephone etiquettes
- Adaptation to change
- Setting priorities and planning skills
- Adapt corporate values

Career Opportunities Within The Sector

What are the job opportunities in the sector?

Research & Development:

- Application Manager
- Software Test Lead
- Senior Application Programmer
- Application programmer

IT Consulting:

- Business Analyst
- IT Governance Officer
- Information System Officer
- Associate Information System Auditor
- Senior Business Analyst

- Database Architect
- IT Solution Architect
- Business Process Consultant
- Information System Audit Manager

Implementation:

- Business Analyst
- Implementation/ Project Manager
- Implementation Technician
- Senior business Analyst
- Application Programmer
- Test Engineer
- Test Specialist
- Sales Manager
- Business Development Manager
- Test Manager
- Pre-Sales Principal Consultant
- Pre-Sales Consultant
- Sales Executive
- Database Administrator
- Associate Database Administrator

Post Implementation:

- IT Manager
- Application support Manager
- Application support Lead
- Configuration and Change Manager
- Configuration and Change Engineer
- Account Manager

Customer Service:

- Technical Support Associate
- Technical Support Engineer
- Technical Support Manager

Sales & Marketing:

- Pre-Sales Consultant
- Business Development Manager
- Sales Executive
- Pre-Sales Principal Consultant
- Manager- Network Planning
- Senior Engineer-Network Planning

Implementation:

- Senior Engineer- Radio Access
- Engineer- Radio Access
- Technical Specialist- Radio Access
- Senior Engineer- Network Operations

- Engineer- Network Operations
- Senior Engineer- Wired Networks
- Technical Specialist- Network Operations
- Technical Specialist- Wired Networks
- Senior Network Engineer- Internet Connectivity
- Network Engineer- Internet Connectivity
- Manager- Network Operations/ Radio Access Networks/ Wired Networks
- Network Operations Manager- Internet Connectivity
- NGN Network Architect
- Senior NGN Network Engineer
- NGN Network Engineer- Passive Networks
- NGN Network Engineer- Active Networks
- Network Architect
- NGN Network Operations Manager
- Home/ SOHO Network Architect
- Senior Home/ SOHO Network Engineer
- Home/ SOHO Network Engineer

Post Implementation & Customer Service:

- Technical Support Manager
- Senior Technical Support Engineer
- Technical Support Engineer

Recommended Training for Current Students

For current students we would suggest the following activities or training:

- To develop strong, high quality and skilled graduates that will deliver economic benefits to each sector and contribute to a prosperous society
- To develop research opportunities that will support productivity and growth of the sector within Bahrain and wider
- To advise universities on developing new programmes that are line with sector needs and to ensure that existing programmes curriculums keep pace with the needs of the sector
- To ensure all students are provided with up to date career guidance and career

- options relevant to each sector
- More emphasis & attention to be given to the internship program in terms of the duration, which is recommended to be 6 -12 months.
- Close Intern follow up with pre & post evaluation.
- Adapt mentorship program
- The bachelor degree to be 4 years program inclusive of the above recommended internship. The major program to be more focused on the market needs in terms of core & soft skills.
- It is highly recommended to provide mentors from the concerned industry to advise the students on the career plans & senior project subject.
- Adapt the adjunct professors (part time lecturers) from the industry to teach the elective modules
- Adapt a 6 -12 months graduate trainee program by employers or TAMKEEN

Final Key Messages

- Demographic Dividend: Bahrain has a huge potential to become a knowledge based economy based on its significant population size by promoting high levels of IT literacy
- Platform for skill – export / service – export: Bahrain has an opportunity to act as a cost effective skill – base to service rapidly increasing ICT demand from neighboring GCC countries like Saudi Arabia and Qatar
- Focus on employability skills: Increased focus on work – readiness and employability skills in addition to knowledge of theoretical frameworks will enable higher absorption of graduates into the work force
- Bahrainization requirements in the IT sector are expected to promote employment if Bahraini workforce
- Various skill development initiatives are being undertaken by Tamkeen, ICT specific council and HEC in collaboration with other academic and government stakeholders to bridge the gap between the academics and industry requirements.
- First mover advantage of fresh graduates: Fresh graduates are not expected to face expat competition for the first 3 years of professional lives as employers do not hire expats with less than 3 years of experience.
- Improvements in skills and competencies of Bahraini students at an academic level is the key to ensure the development of the ICT sector as well as to align to the diversification agenda within the economy.
- The gap in the soft skills is larger the in the core skills. It is recommended that mitigation starts during the pre-university stage.
- Teach work ethics.(behavior, attitude, discipline, respect etc)
- The gap in the core skills as per the market needs over the coming years, are divided into fundamental & advance. While the fundamental skills are to be covered during the university stage, advance skills have to be covered by the employer through the training providers.



HEALTH CARE

Key Skills Challenges

What are the skills challenges within your sector today?

- The sector is facing shortage in many skills / specialties. The shortage is aggravated by the chronic international shortage in nearly all healthcare specialties.
- There is aggressive competition in acquiring professionals in many of the healthcare specialties, particularly in highly qualified physicians, dentists, nurses and allied health technicians.
- The health sector in Bahrain is growing, and is expected to grow continuously for the foreseeable future with continuous demands on professionals in various specialties.

The Importance of the Health Care Sector

- The health care sector is essential directly and indirectly for the wellbeing of the individual, community and the country as a whole.
- Worldwide, the economic growth & wealth of the country are strongly correlated with the health & educational status of the community.
- Health care sector is becoming an important and successful industry that contributes significantly to the growth of the country's economy, providing the world with open medical services - what is called "medical tourism" - and training health professionals.
- Private health care in GCC is growing rapidly, and is expected to create successful opportunities for employment.
- The emergence of public health insurance forced in the region is emerging; it demands a steady growth in quantity & variety of health care facilities and for well-trained health care professionals.

The Future of the Health Care Sector

- Demand for health services is continuous, and increasing steadily all over the world.
- Research and development in health services are highly needed; meaningful research and development in this vital sector is essential.
- Specific deficiency is noticeable in areas of pharmaceutical manufacturing; sub-specialization in many fields of medicine, dentistry, nursing and technical staff; biomedical engineers, and the list can go on.
- With the emergence of "Public Insurance" & "Medical Tourism", there will be opportunities for the development of the health care sector further to meet the demands of the forthcoming related projects.
- Bahrain is recognized by the WHO as a leading country in certain health professionals' development e.g. Nursing (general & specialized) & Family Doctors, and has the opportunity to be a hub for training for those specialties for the region.
- Within the coming 15-20 years, the shortage of healthcare professionals in key specialties will be noticeable. Areas such as cancer therapy, geriatric medicine, genetics, specialized nursing, pharmaceuticals, and above all; Health Services Research will require identifying those pursuing and enrolling in these specialties early on, in order for them to contribute to their respective fields within the coming two to three decades.
- The problem of shortage is local, regional and global. So there is no risk in going into the business of healthcare either as professionals or as entrepreneurs.

The Quality of Current University Graduates

- Recently, and over the past five years, it has been observed that there is a deterioration in the overall performance of the graduates of the local health sciences & medical colleges, specifically in their clinical & hands-on skills, and in other required skills e.g. communication, problem solving, management, ethics, and health economics.
- It has been observed lately that there is a significant performance deterioration of the medical graduates in the National Health Regulatory Authority (NHRA) national licensing exam.
- The varieties of health care professional graduates are not matching the employment needs of the public and private sectors.
- Certain vital fields of health specialties are not adequately available in Bahrain, particularly pharmacy postgraduate dental education, certain nursing specialties (oncology, critical care, nurse practitioner, operating theatre, geriatrics, midwifery), and certain medical specialties (oncology, rheumatology, transplant surgery, genetics etc.)
- There is lack of efficient monitoring system on the Universities & Colleges in areas of curricula updates, and the availability of sufficient and efficient clinical training facilities & experienced trainers. All medical schools should be urged to adhere to World Federation of Medical Education (WFME) Global Standard for quality improvement.

Professional Certification

- Medical & Dental Certificates: Medical Doctor / Dentist; Diplomas (Various specialties); Fellowships and Memberships & Post Graduate Specialization in various Medical Specialties; Board Certification (American Board, Canadian Board, Arab Board, Saudi Board of

Specialization, etc.), Doctor of Medicine and Doctor of Philosophy in Medical Specialties and their equivalent. It has to be noticed that there are hundreds of higher education certificates from all over the world that are being recognized by the NHRA in Bahrain.

- Nursing & Technical Certificates:
Nursing Associate Degree (Being phased-out); BSc in nursing, Diplomas in Nursing Specialties (emergency, midwifery, community health nursing, psychiatric nursing etc.)
- Associate Degree & BSc in Allied Health Specialties (Pharmacy, Laboratory, Radiography, Public Health, Dental Hygiene). Master & Doctorate degrees in various biomedical sciences. Again, there are hundreds of such certificates from all over the world that are being recognized by the NHRA.

Note: Establishing qualification equivalency in many instances is somewhat empirical and requires objective and standard guidelines.

Skills and Proficiency Levels Required of Graduates

- The health care sector has very specific essential requirements in knowledge, clinical skills, and attitude, which are related to each specialty nature and professional practice.
- Health care sector fields demand that all professionals must have clinical training of not less than 50% of their overall curricular time allocation in the program.
- In all sectors, a basic health professional certificate plus completion of proper & recognized internship or compulsory training, and certain years of professional experience is required.
- In all sectors, certain basic professional skills are required: communication skills, problem solving, critical thinking, evidence based decision, ethics, dress code, IT, research methodology, etc. Certain specialties may require very

specific training and skills such as in epidemiology, medical statistics, health economics, healthcare management, infection control, pharmacovigilance, etc.

- Upon graduation and practice, some professionals may go through programmed postgraduate educational period that culminate in a higher degree or board certification. This is based on both theoretical and practical studies that include, in most cases, dealing with patients.

Career Opportunities within the Sector

- As this sector is growing fast, job opportunities do exist for well trained professionals in all healthcare services: physicians, dentists, nurses, technicians, healthcare managers, etc.
- There is more demand for the professionals than the existing supply. This is complicated by a steady increase in the demands that is exponential in certain medical specialties like: oncology, genetics, geriatrics, critical care, rheumatology, sport medicine, radiology, and certain dental specialties like: maxillofacial, periodontal, oral implantology and in general nursing and nursing specialties like: nurse practitioner, critical care, emergency, ICU, operating theatre, and other allied health professionals like clinical pharmacists.
- Nursing specialties are the most needed professionals for the coming decades. Deficiency is not only local or regional, but also global in nearly all developing and developed countries alike. This is expected to continue in coming decades.
- With the increase in demand for health care professionals, this sector has good opportunity to be developed as a training hub in the region.

Recommended Training for Current Students

- In all health care professional training programs, emphasis should be made on attaining good clinical skills. Accordingly, all graduates must be competent not only on “know how” but also in “show how” level on Miller’s Pyramid.
- Graduates of all health care specialties (not only medical) must be evaluated at national level by NHRA before getting their practice licence, to make sure that all are “fit for purpose”.
- All training programs should cover special areas that are required for effective practice e.g. communication skills, ethics, critical thinking, problem solving, research methodology, health economics, self & lifelong learning, etc.
- Review of training curriculum and getting feedback from the stakeholders should be done on regular basis. Training curricula should be developed for any identified training deficiencies.
- As the health sector outcomes is a result of team work, emphasis must made on introducing interdisciplinary learning modules where the health team members: doctors, nurses and technicians, learn certain skills together e.g. ethics, communication skills, research methods, management, health economics etc (multiprofessional training).
- Accreditation should be mandatory for all health professional programs.

Final Key Messages

The Healthcare sector offers a very promising career. There is continuous demand in the sector, which is expected to increase over the coming decades. The current shortage in staff for this sector is not only local, but also regional and global. Several challenges exist, which threaten the

sector's performance:

- The quantity of graduates – a serious shortage particularly in nursing and in some specialized medical, dental, and technical professions.
- The quality of local graduates in nearly all fields, this is evident when compared with graduates from occidental regions. This could be related to the input (intake) & the process (the curriculum and the training).
- There is lack of proper clinical training in almost all fields at graduate & post-graduate level. This is directly or indirectly related to :
Lack of proper monitoring.
Lack of sufficient and/or efficient clinical training resources: HR, venues, and facilities

increase the number of graduates thereby ensuring sufficient supply of qualified professionals to meet the needs of the public and private health care sector in Bahrain.

This shortage in healthcare professionals is not only due to limited capacity at existing educational institutions, it is also related to the fact that the human resource planning for the public and private sectors is not being fully integrated with the higher education institutions in terms of the demand & supply.

Universities must play a greater role in:

- Conducting an accurate assessment & projection for the health care professionals market demand at the local and regional levels.
- Bridging the skills gap of the market needs.
- Rationalizing students' intake to the capacity and capability of their clinical training facilities, the market penetration capacity and needs.
- Reviewing & updating their training curriculum and their teaching trends on regular basis.
- Getting regular feedback from the stakeholder on the quality of their graduates, and their fitness for the purpose.
- Having a graduates' placement office, that will assist the employment of their graduates and in their career development and tracking.

To address the shortfall in the quantity of available health care professionals, particularly physicians & nurses, the health care sector and higher education institutions need to collaborate in developing and implementing long term plans to substantially



ACCOUNTING & AUDITING

Key Skills Challenges

Within the accounting & auditing sector, it is crucial for the individual to constantly update themselves with the rapid, on-going changes that takes place in this sector. The skills/knowledge needed are;

- Keeping up to date with Regulatory changes.
- Keeping up to date and being proficient regarding Professional Standards.
- Up to date, overall knowledge of the accounting & auditing sector.
- Experience & knowledge of different organisations/industry's needs.
- Shortage of qualified Bahraini's (in terms of professional qualifications not University Bachelor Degrees).
- Availability of local skills/expertise.
- Maintaining and instilling the appropriate professional judgement required from auditors; as accounting theory moves towards a more principles based approach.

The Importance of the Accounting & Auditing Sector

- Auditing & Accounting is a crucial aspect of any company/industry/sector in order to make sure policies/regulations/procedures are being adhered to.
- Due to the ever changing landscape both from a legal, policy and regulatory perspective, companies need to make sure they are being compliant.
- To gain trust of all parties involved such as the investors, key stakeholders, attract foreign direct investment. Having proper audited statements is extremely important to gain confidence of all parties.
- Without accurate and reliable corporate

disclosures and financial statements and competent auditors to audit them, our competitive markets system would not function properly.

The Future of the Accounting & Auditing Sector

- The future of this sector is going more towards a global outlook. Regulation/policies are being integrated to become universal and more comparable.
- There is constant demand and high growth in this sector as more companies are being set up, sectors expanding, governments need to be more competitive economically, increasing the opportunities for more accounting & auditing professionals.
- Due to standards being global, opportunities for students are vast and not limited to just one country.
- In terms of risks, students need to be aware of the fast growing landscape, and of being able to cope with the pace of the changes happening.
- Not to fall for short-term jobs/benefits. As working in a non – accounting/auditing firm could lead to the career of the student plateauing due to short term growth and limited scope.
- In terms of hiring, the future looks positive as demand is constantly growing both from a regional and global perspective.
- Profiles of hires have to be more specialized, more industry based experienced.

The Quality of Current University Graduates:

Issues that employers face regarding recent graduates;

- Presentational skills
- Communication skills
- Time management
- Commitment
- Work ethics
- Locals willing to take lower level positions in order to grow
- Demands/cost of locals
- Technical know-how
- Leadership potential
- Confidence and ability to communicate across different stakeholder groups

Professional Certification

- The Chartered Institute of Management Accountants – CIMA
- Certified Public Accountant – CPA
- Certified Systems Information Auditor – CISA
- Chartered Accountant – CA
- Association of Chartered Certified Accountants – ACCA
- Institute of Chartered Accountants in England & Wales (ICAEW – for accounting)
- Certificate in Finance, Accounting and business- CFBA

Skills and Proficiency Levels Required of Graduates

The key technical, sector specific and soft skills required of new graduates and the level of proficiency required to start a successful career;

- Demanding - as it is a service industry. Pressure from clients can be immense.
- The right attitude of wanting to learn, to excel and constantly keep themselves up to date.
- Extremely versed in technical concepts related to the sector.
- Need to be thinking long term instead of short term. i.e. must go for job oppor-

tunities with long term prospects rather than just focusing on salary.

- Need to attain practical and technical skills, relevant qualifications & knowledge of regulatory and statutory environment.
- Being quick in thought, imaginative, independent thinkers with good decision making and problem solving skills.
- Commercial awareness demonstrating an understanding of the industry, sector, the organisation, their clients and the market they cater to.

Career Opportunities within the Sector

- Financial controls
- Investment analysis
- Head of Finance
- Internal and External Auditor
- Compliance
- Risk management
- Sharia compliant accounting standards
- Public practice accounting
- Accounting in the Industry
- Public sector accounting
- Audit trainee
- Tax Accountant
- Forensic Accountant
- Management Accountant
- Corporate Advisor

Shortages within the sector:

- Financial Controllers
- Chief Internal Auditors
- Risk Management Officers
- Compliance Officers

The Supply and Demand Situation Regarding Jobs:

In Bahrain demand has always been high but now slightly lower due to the economic growth. Regionally/globally demand is high due to new companies being set up, money being pumped into the economy, investments etc.

Future Opportunities within the Sector

The employment outlook for the sector nationally, regionally and globally for the next 5 years:

- Globally increasing, in Bahrain its limited.
- Job opportunities in Bahrain are mostly focused on Internal Audit and Financial Control.

The next growth areas in terms of job opportunities within the sector:

Organization needs are growing, as they now need consulting services to guide/consult on regulations, and implement regulation. So in terms of opportunities it is opening doors to consulting and project management, not limiting the individual to purely audit and accounting services per say.

Recommended Training for Current Students


For current students we would suggest the following activities or training;

- To attend courses on how to actually do an audit, what is expected of them, risks involved.
- Training on IFRS and US GAAP standards.
- Knowledge of basic accounting principles, which most graduates lack as reliance is more on technology.
- Training in basic business skills (e.g. effective communication, proficiency in business IT applications, foundation level negotiation skills).
- Internship in an established organization in the major sectors, combined with on-the-job training and feedback, completed with 'live' project which forms part of the university's assessment of the student.
- Structured, team-based problem solving activities.
- Training in basic financial knowledge.

For those considering a career in finance, the recommendation would be to commence a certification programme in finance. E.g. ACCA's FIA qualification. This can be combined with attendance at university.

Final Key Messages

- Today's market is more competitive than ever and Bahrain's market cannot keep up with the rate of graduates that come into the market every year.
- Graduates need to give themselves a competitive edge as just having an accounting or auditing degree is not sufficient anymore.
- Bahrain's training/educational institutions need to be more equipped with training courses that are tailored to help facilitate the constant educational updates that are needed in order to have a competitive edge. They also need to have more industry specific courses & updates as currently there are inadequate number of courses for specialization.
- The local population also needs to be educated to think more long term, rather than short term as this restricts their career progression and growth in this sector. Gaining experience in an audit practice but for a less competitive salary will provide the graduates with excellent skills, expertise, knowledge that can at a later stage benefit them.
- Employers today look for a broad range of personal skills and not just academic ability, requiring the potential employees/graduates to demonstrate sharp mind, good communication- interpersonal skills and the right character.
- Courses such as Islamic finance, financial analysis, investment analysis, corporate finance, forensic accounting, fraud and investigation, legislation, regulation and governance topics are regarded as important as per the current

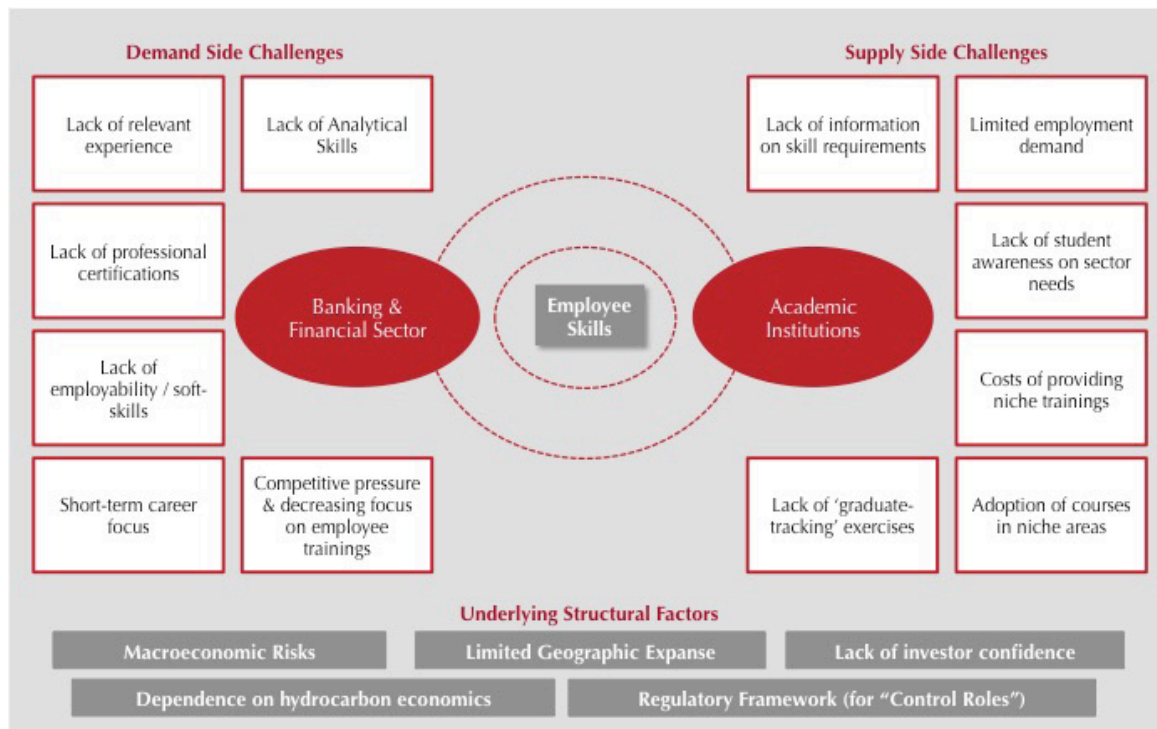


regulatory landscape and possess the need to be integrated into the accounting curriculums of universities.

- Qualifications not relevant to Auditing, licensing and which are more general and relevant to industry (CIMA,CFA, CA , CIA etc.) need to be encouraged by the University programs to feed good talent directly to the banking and corporate sector. Universities should consider offering programs directed towards such qualifications.
- Programs should include more emphasis on Technology. This appears to be a weak area for most graduates.

Banking & Finance

Key Skills Challenges



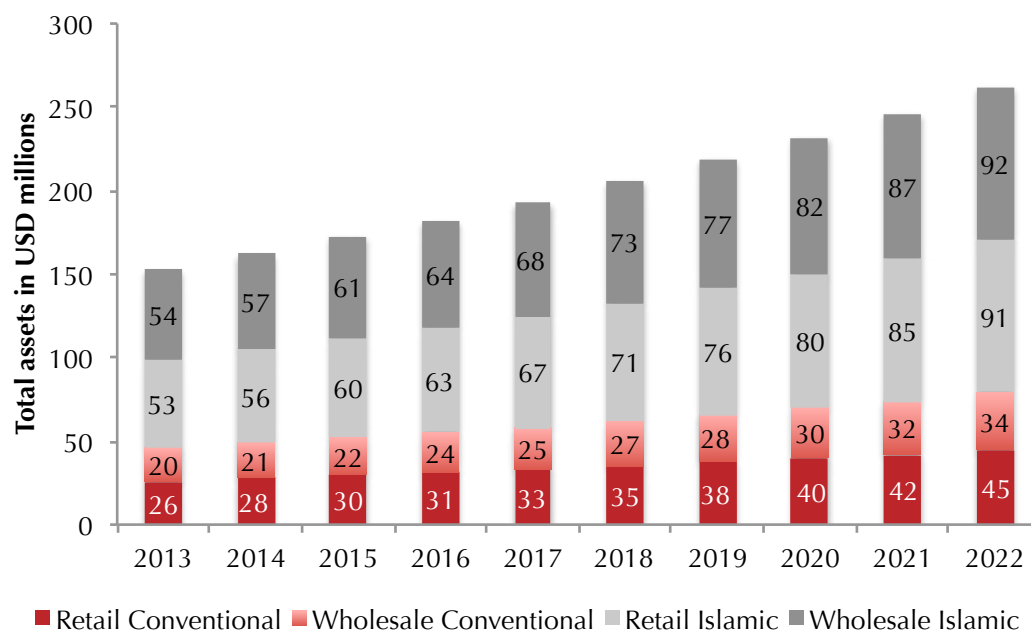
The Importance of the Banking & Financial Sector

- Banking & Financial contributes around 16.7% to the total GDP and is expected to increase in the future
- Banking and Financial sector is one of the largest recruiter of Bahraini employees employing a total of more than 14,000 people with 66% Bahrainization¹. A majority of the retail banks (especially the Islamic Banks) have a Bahrainization level of 80% or higher²
- Bahrain has a rich heritage of being a leading financial hub in the region and intends to maintain it going forward. At present, Bahrain is home to 70% of the conventional banks and 30% of the

Islamic Banks in the GCC³

- Bahrain is a leading regional player in 'Islamic Finance' having the largest number of Islamic Finance institutions in the region. Presence of institutions like IIFM, AAOIFI, BIBF, etc. further endorse the regional leadership of Bahrain as an 'Islamic Finance Hub'
- Additionally, Bahrain has a potential to serve as a platform for 'skill-export' due to its strategic geographic location and serve demand from nearby countries (especially KSA)
- Banks and investment firms together represent around 68.5% of the total market capitalization (i.e. USD 26.5bn in Bahrain)

The Future of the Banking & Financial Sector



- Bahrain's Banking Sector is expected to grow at a compounded annual growth rate of about 6-8%.
- This represents a steady state of growth in the Banking industry coupled with consolidation of smaller banks to reduce operational costs and increase synergistic gains.
- The Banking sector employee strength is expected to rise marginally at 2-3% annually for the next 5 years
- Investment businesses in Bahrain also are expected to grow at a compounded annual growth rate of 5-8% for the next 5 years.
- Islamic Finance Industry is expected to grow at an average rate of 19.7% year on year up to 2018.

The Quality of Current University Graduates

- HRD Fund has recently been engaged in a series of skill-gap assessments in the

IT, Banking, Insurance and Investment business sectors

- During these assessments, following key challenges were highlighted with respect to potential fitment of Bahraini candidates in the financial sector:-
- Lack of analytical skills
- Lack of awareness about existence and structure of various financial products
- Limited awareness about applications of various financial instruments in practical business situations
- Limited exposure to regional and international standards in specialized functions legal, compliance, risk management, audit, etc.
- Lack of knowledge and expertise in product design, development and life-cycle management of various types of financial products.
- Lack of project management skills
- Inadequate communication skills (especially for functions in Private Banking and Business Development roles)

- Lack of customer engagement and advisory abilities.
- Lack of practical exposure in a specific function or area of expertise.

- (CMA)
- Chartered Institute of Personnel and Development (CIPD) - Level 3 Awards in HR Essentials
- IT Certifications like CISA and CISM

Professional Certifications

For various technical skills, firms prefer specific certifications and hence multitude of certifications are prevalent among candidates in Bahrain. However, a list of typical certifications that are sought after by a majority of Bahraini candidates include the following:-

- Chartered Financial Analyst (CFA), USA
- Certified Public Accountant, USA
- The Association of Chartered Certified Accountants (ACCA), UK
- Professional Risk Manager (PRM)
- Financial Risk Manager (FRM)
- CIMA Diploma in Islamic Finance Preparatory Programme
- Certified Management Accountant

Skills and Proficiency Levels Required of Graduates

Skills Requirement	Retail Banking	Wholesale Banking / Investment Banking	Private Banking & Wealth Management	Private Equity / Venture Capital	Capital Markets	CIUs/ Funds / Trusts	Ancillary Service Providers
Awareness about financial products	Basic / Intermediate	Professional / Expert	Professional / Expert	Intermediate / Professional	Intermediate / Professional	Intermediate / Professional	Basic
Analytical Skills	Basic / Intermediate	Professional / Expert	Professional / Expert	Professional / Expert	Professional / Expert	Professional / Expert	Intermediate / Professional
Quantitative & Research Skills	Intermediate / Professional	Professional / Expert	Professional / Expert	Professional / Expert	Professional / Expert	Professional / Expert	Intermediate / Professional
Domain / Sector specific Skills	Basic	Professional / Expert	Basic / Intermediate	Professional / Expert	Intermediate / Professional	Intermediate / Professional	Basic / Intermediate
Valuation Skills	NA	Professional / Expert	Basic	Professional / Expert	Intermediate / Professional	NA	NA
Product Structuring Skills	NA	Professional / Expert	Basic / Intermediate	Professional / Expert	Basic	Intermediate / Professional	NA
Business Development Skills	Intermediate / Professional	Intermediate / Professional	Professional / Expert	Intermediate / Professional	Intermediate / Professional	Intermediate / Professional	Professional / Expert
Relationship Management Skills	Intermediate / Professional	Professional / Expert	Professional / Expert	Professional / Expert	Basic / Intermediate	Basic / Intermediate	Professional / Expert
Marketing & Branding Skills	Intermediate / Professional	Intermediate / Professional	Professional / Expert	Professional / Expert	Intermediate / Professional	Intermediate / Professional	Professional / Expert

Skills Requirement	Retail Banking	Wholesale Banking / Investment Banking	Private Banking & Wealth Management	Private Equity / Venture Capital	Capital Markets	CIUs/ Funds / Trusts	Ancillary Service Providers
Wealth Management Advisory	Intermediate / Professional	NA	Professional / Expert	Intermediate / Professional	Intermediate / Professional	Intermediate / Professional	NA
Trading Skills	NA	Professional / Expert	Basic / Intermediate	NA	Professional / Expert	Professional / Expert	NA
Asset Management Skills	NA	Professional / Expert	Basic / Intermediate	Intermediate / Professional	Professional / Expert	Professional / Expert	Professional / Expert
Risk Management Skills	NA	Professional / Expert	Intermediate / Professional	Professional / Expert	Professional / Expert	Professional / Expert	Basic
Compliance Skills	NA	Professional / Expert	Intermediate / Professional	Professional / Expert	Professional / Expert	Professional / Expert	Basic
Audit Skills	NA	Professional / Expert	Basic / Intermediate	Professional / Expert	Intermediate / Professional	Basic	Professional / Expert
IT Skills	Intermediate / Professional	Intermediate / Professional	Basic / Intermediate	Basic	Professional / Expert	Basic	Professional / Expert
Data Analytics Skills	Basic / Intermediate	Intermediate / Professional	Basic	Basic / Intermediate	Intermediate / Professional	Intermediate / Professional	Basic / Intermediate
Administrative Skills	Basic	Basic	Basic	Basic	Basic	Basic	Intermediate / Professional

Recommended Training for Current Students

Banking and Financial Sector

- Product Development and Life-cycle Management
- Brand Development and Market Entry Strategies
- Business Development and Relationship Management
- Wealth Management Products' Specifications
- Investment and Wealth Development Methodologies
- Banking Channel Management
- Business Statistics and Research
- Investment Analysis and Evaluation
- Valuation Methodologies
- M&A Strategies and Applications
- Change Management Strategies
- Business Restructuring
- Issuance of Securities (Equity / Fixed Income)
- Enterprise Risk Management Frameworks

- Governance, Regulatory and Compliance
- Strategic Management (Balance Score-card)
- Competition Analysis Strategies
- Sector / Industry Specific Awareness
- Financial Accounting Frameworks (Islamic Accounting)
- Financial Modeling Frameworks & Strategies
- Credit Evaluation for Project Finance
- Product Structuring – Basic & Advanced
- Innovation – Product, Service & Technology Innovation
- Strategic HR Management (ESOPs, etc.)
- Advanced Cost Management and Reporting
- MIS Reporting Structures & Methodologies

Soft skills

- Language Courses (English & Arabic) – Oratory skills
- Language Courses (English & Arabic) – Writing skills

- Customer Engagement Skills
- Sales & Business Development Skills
- Business Etiquettes / Telephone Etiquettes
- Team Skills / Team Management / People Management
- Interpersonal Skills
- Listening Skills
- Effective Communication Skills
- Negotiation Skills
- Leadership Skills
- Presentation Skills

Final Key Messages

Bahrain is well positioned to take advantage of its strategic location and huge employment ready workforce with respect to the following opportunities:-

- Training more Bahrainis to enable increase in Bahrainization in different sectors within the Financial Service Industry
- Encouraging training and skill-development programs to enable Bahrainis becoming 'employees of choice' for the private sector and promote overall Bahrainization
- Developing Bahrain as an excellent skill-platform for export of knowledgeable resources to neighbouring GCC countries (especially KSA, Qatar and UAE)
- Bahrain's positioning as a 'Financial Hub' can be strengthened by enhancing skills and competencies at a graduate as well as post graduate levels in the following way:-
 - Alignment of recommended trainings as per the previous section of this presentation
 - Assisting students to gain an overall understanding of specific business areas (eg. Retail banking, Private equity, etc.)
 - Guiding the students to focus on one specific area of interest and to gain in-depth knowledge in the respective area
 - Encouraging students to

undertake an internationally recognized certification in the area of choice

- Creation & promotion of Student-internship models wherein graduating students can get meaningful and relevant experience in various financial institutions

Take optimum advantage of various skill-development initiatives being undertaken by Tamkeen, BIBF and HEC in collaboration with other academic and government stakeholders to bridge the gap between the academics and industry requirements.



INSURANCE

Key Skills Challenges

There is no shortage of university graduates from multiple disciplines necessary to provide the initial supply of qualified human resources. Insurance industry thrives with qualified Engineering, IT, medicine, accounting and investment graduates. In fact, as potential employer, the industry has been known for its ability to attract individuals from different and unconnected disciplines. However, insurers has long accepted the unfortunate fact that such qualified individuals does not have the insurance specific knowledge and technical know how and assumed the responsibility of arranging for technical training of new hires.

The Importance of the Insurance Sector

- An insurance industry of adequate capacity and sound practices is a prerequisite for economic development.
- Construction, manufacturing, energy and banking fields are supported by the protection offered by various insurance products.
- The growth and development of the insurance industry is dependent upon the availability of qualified human resources that is capable to provide the technical knowledge to insure professional and sound operation of this vital sector. For example, in the UK the insurance industry provided investments of 1.8 trillion pounds which is equivalent to 25% of the UK's total net worth.
- As per the Central Bank of Bahrain (CBB) 2013 insurance report, the insurance industry generated BD 258.41 million in gross premium written.
- The insurance industry has injected investments funds into the financial sector reaching BD 643.45 million. the

number of employees in the Kingdom's insurance sector totaled 1,663 employee 66% of which are Bahraini national.

The Future of the Insurance Sector

It is commendable to note that the insurance industry was less affected by the 2007/2008 financial crisis which created an incidental advantage to it. The industry was viewed globally and locally as an more stable and secure career option than its banking counterpart. This was locally translated in the increase of the number of qualified and ambitious graduates, aspired to start a career in insurance.

From a legislative perspective, insurers are waiting for the much anticipated legislation in regard to medical insurance which will make it compulsory to purchase commercial medical policy for expatriates working in Bahrain. Such legislation will increase the potential of medical insurance by many folds.

The Bahrain Insurance Association (BIA) in support of CBB is working in several initiatives such as the insurance day to increase public awareness of the value and importance of insurance. It is hoped that such initiative will yield fruitful impact on insurance penetration rates in the Kingdom to go beyond the modest, yet regionally acceptable rate of 2%.

The insurance industry maintained a modest yet stable increase in its workforce over the period of 2009 to 2013. The workforce increased by 6% and the Bahraini increased from 61% to 66% of the total workforce.

The increase in the number of university graduates in the Kingdom has reflected positively on the insurance industry. The

industry new hires are mainly college graduates from universities inside and outside the Kingdom.

Main insurance sectors are: medical, life, fire and property.

Quality of Current University Graduates

- The main issue faced by employers in the insurance industry is that most graduates are not majoring in insurance. Hence the insurance company is required to arrange for a technical insurance related training. This is normally achieved through sending candidates to insurance courses offered by the Centre for Insurance of The Bahrain Institute of Banking and Finance (BIBF).
- Graduates of public schools, although dedicated and hardworking normally have lower standards of English proficiency than their counter-parts graduating from reputable private schools.

Professional Certifications

- The most sought after and prestigious designation in the insurance industry is the ACII, Associateship of the Chartered Insurance Institute (CII) based in UK. Such designation is achieved by passing a set of examinations making up the Advanced Diploma in Insurance Awarded by the CII.
- The Diplomate and Associateship qualifications awarded by the Life Office Management Association (LOMA) is gaining substantial regional recognition for practitioners working in life insurance products. LOMA is a US based professional training body focusing on life insurance training solutions and qualifications.
- The Health Insurance Associate (HIA) designation is well recognize Health Insurance qualification offered by AHIP a U.S. based institute and appropriate Health insurance companies, brokers

Recommended Training for Current Students

The main issue facing the insurance industry in the region is the lack of insurance awareness, both at customers and employees level.

Therefore, our main recommendation is to increase the awareness by including insurance related topics in schools curriculums then on universities' courses syllabuses.

- At employer level, employers should provide state of art technical training to their staff by designing training programs that blends the offerings of both BIBF and the CII. Additionally, it is important to invest in international training assignment readily available and offered by insurance tycoons such as Lloyds of London and Swiss Re. and Third Party Administrators (TPA).

Career Opportunities within the Sector

The industry is in no shortage of university graduates, however what is in shortage is a pool of human resources qualified to carry technical and unique insurance functions. Mainly including:

- Well-trained and experienced underwriters with the skills set to handle complex cases, to rate risks appropriately and to set terms and conditions.
- Certified Actuaries.
- Competent claims personnel who are able to handle complex claim cases.
- Like most of the sectors in the Kingdom, for entry level jobs, demand is higher than supply.
- There is a small yet steady growth in insurance employment in Bahrain. However, in other GCC countries, KSA in particular, the job opportunities are abundant and attractive. However, an exponentially higher growth rate is expected if the purchase of medical insurance became compulsory by law, as

- noted in previous sections.
- Actuarial graduates and most importantly professionally certified actuaries are a rare commodity at a local, regional and international level. It will be commendable to have an undergraduate degree in actuarial sciences mapped to the international examinations of the Society of Actuaries.

Skills & Proficiency Levels Required of Graduates

The insurance industry offers different careers paths, each of which requires different skills set. In order to demonstrate this, two important insurance careers will be noted along with a summary of the competencies generally required to succeed in each. The below noted competencies will be in addition to the standard skills sets of numeracy, language proficiency, interpersonal, communication and presentation skills.

	Job Profile	Skill Requirements
Low Paying Low Skill	General Insurance Sales Agent	Selling skills, insurance product knowledge, communication skills, ability to offer solutions for various clients needs
	Customer Service Representative	Service oriented attitude, pleasing personality and basic level of insurance product knowledge
	Claims Handler	Medium level of insurance product knowledge, proficiency in communication, IT skills to handle claims in the system
	Life Insurance Sales Agent	Product knowledge, interpersonal skills coupled with flair for sales
Medium Paying Medium Skill	Surveyor (Motor/ Marine/ Property)	Specialized technical expertise in judging loss, able to write detailed assessment reports, medium level of communication skills
	IT Manager	Technical expertise related to insurance management system and other office IT systems
High Paying High Skill	Underwriter	Communication and analytical skills, advanced level of language skills for writing detailed analysis and policy documents
	Compliance Officer	Knowledge and experience related to regulatory environment and various controls and compliance, analytical skills, advanced communication skills
	Loss Adjuster	Specialized technical knowledge along with relevant certification, interpersonal and technical skills, advanced level of communication skills and negotiation skills
	Financial Controller	Industry knowledge, specialized finance skills supported by professional qualification, excellent communication skill coupled with high numeracy skills
	Risk Manager	Product and industry knowledge supported by professional qualification, advanced communication skills, technical skills related to identification, qualification and remedial action for risk
	Re-insurer	Specialized technical knowledge, advanced level language skills
	Actuary	High level of mathematical and analytical skills supported by profession qualification, advanced level of language skills

Key Final Messages

The insurance sector in Bahrain and GCC has huge growth potential. Bahrain has the opportunity to lead the region in terms of the sector however the following barriers need to be overcome;

- Lack of awareness related to insurance as a career choice
- Lack of education courses in this field
- Lack of skilled graduates with knowledge of insurance

Awareness raising within higher education and internship programs with students would make a difference and is encouraged

If these issues can be overcome the insurance industry on Bahrain can grow significantly.



PUBLIC SECTOR

Key Skills Challenges

- Under-capacitation in leadership for good governance.
- There is a shortage of planning and capacity to improve productivity, accountability, and customer-orientation.
- The public sector's mission is to serve the citizen and therefore is meant to be more open, more efficient and effective, and service-driven towards citizens and other institutional clients. Related skills and capacities are necessary.
- The public sector is difficult to change while Government worldwide is changing rapidly. There is an acute need for change management skills.
- There is a shortage in some core competencies such as result-orientation and professionalism. Capacity building and training in core competencies is key.
- The public sector in Bahrain suffers 'over-employment' and is very large based on international norms. It needs skills beyond conventional HR management to reap maximum benefit from the existing workforce.
- Research awareness among public sector professionals is minimal impeding evidence-based decision-making.

The Importance of the Insurance Sector

As per the National Strategic Priorities for the Government Program 2015-2018 (issued in Jan 2014), the public sector has for a mission to be smart and efficient in servicing the citizens, through among other:

- Maximizing the human capital advantage through making Bahrainis the employees of choice
- Promoting excellence in regulation and infrastructure
- Developing smart and efficient govern-

ment services for citizens

- Funding the future while ensuring fiscal sustainability

The public sector is by far the most strategic sector in Bahrain and a strategic player regionally and internationally

- It is the first employer of the country with 10% of the workforce (LMRA, 2014 Q3)
- It contributes 11.9% of the GDP (CIO National Accounts, 2014 Q3)
- It contributes most public value to the economy and the population (health, education, security, etc.)
- It maintains the largest and most active networks of international collaborations with parties worldwide

The Future of the Insurance Sector

- Trend towards better governance to align with global norms.
- An increased reliance on evidence-based decision-making through a policy-making process premised on research.
- Emergence of the transformational government fostering innovative technologies and entrepreneurial human resources.
- Increased effectiveness and efficiency of service-delivery through openness towards external parties like the citizens and the private sector.
- Co-construction of public policy and public action entailing a proactive approach to policy making and participatory governance.
- The public sector needs competencies specialized in public management and not just generalists. Hires should understand the institutional foundations and set-up of public service, and develop situational capacities in public finance,

- public marketing, public HRM, change management in the public sector, etc.
- Desired qualifications for key jobs within the sector will necessarily include public service specific training or qualifications like a Master degree in public administration or related fields such as Policy-making, Budgeting and Finance, Project Management and Human resources.
- The public sector will increasingly seek graduates with research and analytical skills to participate in evidence-based decision-making.
- Hires should have an entrenched belief in the role of Government and public service in serving the public. Psychometric techniques now enable the measurement of related profiles among candidates
- The best will opt for public service as the latter emerges with increased prestige and strategic importance for the country. Co-construction of public action (through PPP for instance) will bestow enhanced importance on public service.

Quality of Current University Graduates

The public sector in Bahrain faces difficulties in hiring graduates with the required competencies. The shortfalls relate to:

- Absence of university programs in the field of public administration hence the lack of context-specific knowledge in public management concepts related to specialties such as HR, Finance, and project management etc. Existing university curriculum are too general and do not tackle the specificities of the public sector
- Weak analytical skills of graduates
- Weak communication and writing skills especially in the English language
- Lack of motivation and initiative-taking
- Lack of research skills to engage in evidence-based decision-making
- Lack of project and program management skills.

Professional Certifications

- Certified Public Manager (CPM), American Academy of Public Managers, USA <http://cpmacademy.org/>
- Chartered public finance accountant, CIPFA, London, UK <http://www.cipfa.org/>
- The Certified Government Auditing Professional® (CGAP®), The Institute of Internal Auditors, USA <https://na.theiia.org/certification/CGAP-Certification/Pages/CGAP-Certification.aspx>
- Certified Government Financial Manager, (CGFM), Association of Government Accountants, USA <https://www.agacg-fm.org/CGFM-Certification/Overview.aspx>
- Certified Human Resources Professional: AHRI –Australia, CIPD – UK <https://www.ahri.com.au/become-a-member/cipd-reciprocal-agreement>
- Certified Public Sector Continuity Professional, Disaster Recovery Institute, New York, USA <https://www.drii.org/certification/cpscp.php>

Skills & Proficiency Levels Required From Graduates

Public Administration

- Government culture
- HH's government strategy
- Bahrain's 2030 economic vision
- Government protocol comprehension and management
- Public policy and administration
- Public private partnership

- Public finance management
- Understanding of political and commercial decrees
- Employment/ labour laws

Human Resources

- Familiarity with HR policies processes, systems, and fundamentals
- HR strategy planning techniques
- Career management
- Employee relations/ Organizational communication

Finance

- Accounting Standards and Financial Management concepts and systems
- Cash management
- Basics of accounting (accounting for Non-Accountants)
- Financial planning and budgeting
- Purchasing, tendering and contracting management

Audit

- Internal audit techniques
- Audit report writing
- Self updating skills (Internal Audit Standards)

IT

- Security, governance systems and intranet services
- Productivity tools
- Website design

Learning & Development

- Training needs analysis
- Measurement of training outcome

Marketing & Public Relations

- Marketing campaign management
- Market research techniques
- Information and media management
- Brand building and identity management

Quality

- Quality management processes
- Quality standards and principles

Research

- Research methodology basics
- Research design techniques
- Statistical analysis software

Management

- Leadership and supervisory skills
- Change managements
- Managing meetings effectively
- Development of Balanced Scorecards
- Business performance monitoring
- Art of effective delegation and collective decision making

Administration

- Document management (indexing, filing, archiving)
- Office management skills and correspondence etiquette
- Coordination skills (external and internal to the institution)
-
-
- Soft Skills
- Analytical skills
- Coaching/mentoring
- Communication and report-writing in both Arabic and English
- Result Orientation
- Time management and meeting deadlines.
- Customer (citizen) friendliness
- Creative and Positive thinking
- Negotiation and persuasion skills
- Presentation and delivery skills
- Creative thinking and analyses
- English language (spoken and written)
- Main skills for clear briefing (rhetorical ability)
- Dealing with work pressure
- Writing memos and letters
- Conflict management
- Leading as a persuasive communicator and negotiator
- Creative problem solving
- Conflict management

Career Opportunities within the Sector

- A market survey conducted by BIPA in 2013 targeting areas of external consultancies required by government institutions, showed a number of areas where demand is significant. Implicitly, these areas represent employment opportunities as well.
- The biggest requirements were expressed in the following areas: quality assurance, strategic planning, project management, capacity development, business analysis and entrepreneurship. It is expected that jobs related to those areas will have the highest level of demand in the coming 5 to 10 years.
- There is a consistent drive in government to promote new areas of research and consulting.
- Government initiatives to build capacities in new entrants in civil service are good indicators of what the educational system should focus on for its learning outcomes.

Recommended Training for Current Students

- Apprenticeship programs in collaboration with public service organizations.
- On the job training or “internship” based on a pre-planned program to strengthen the students practical knowledge and enable the student to practice his/her theoretical knowledge.
- Include learning content about the public sector in the curriculum (e.g. case studies about the public sector).
- Developing and delivering workshops and other training programs facilitated by Government training departments.
- Provide access to Government e-learning material and encourage its use by students.

Final Key Messages

- As good governance becomes a pursuit of the Public Sector and co-construction

of public action with the participation of citizens and corporations becomes the dominant modus operandi of governments, it will be essential to accelerate the reform of public service and administration to reflect a new governance covenant. But this poses considerable challenges as the change will be slow and complex, it will also arouse considerable resistance from groups entrenched under previous dispensations and requires sustained political consensus and vision to see it through. A key leverage for enabling change will be the quality of HR input into the process. Public service recruits should be driven to work in new public service environment, premised on:

- Accountability
- Monitoring and evaluation
- Performance management
- Results-orientation
- Professionalism
- Elasticity to change
- Public Governance will remain the driving force in economic and social development. As it gets professionalized, more opportunities will be created for those who seek public service careers.



OIL & GAS

Key Skills Challenges

What are the skills challenges within your sector today?

- Inadequate availability of skilled and talented manpower in some skill areas is a major challenge faced by the oil & gas sector in Bahrain and the GCC as a whole.
- Skill shortage is experienced in many important areas of the industry, such as:
 - Geologists, Geophysicists, Petroleum Engineers in the Exploration and Petroleum Engineering functions
- Chemical Engineers with expertise to handle process engineering, refinery operations and related technical support.
- Mechanical, Electrical, Instruments engineers with specialised skills to provide engineering and maintenance support to the core operating functions of the refinery.

The Importance of the Oil & Gas Sector

- Oil & gas sector is a major contributor to the national economy of Bahrain.
- Oil & gas sector has fuelled the overall economic growth of Bahrain since 1930's.
- The oil & gas sector is one of the largest employers in the country providing direct and indirect employment to several thousands.
- Being a core sector player, the industry is the driving force for the development of several ancillary industries.
- The oil & gas sector plays a dominant role in meeting the energy needs of the country; supply of gas to several local industries has contributed to the development and profitable operation of such companies.

The Future of the Oil & Gas Sector

What does the future look like in terms of hiring and profiles of new hires?

- The global focus on developing alternative energy sources and the recent steep fall in oil prices have brought about new challenges to the industry and future prospects.
- The age of the refinery calls for modernisation and introduction of new technology. Though recently completed new projects have brought in some improvement, the success of the major modernisation drive, now under way, is of prime importance for the long term stability and growth of the industry in Bahrain.
- The increasing focus and international regulations on environment friendly cleaner fuel, constantly evolving technological advances and the social responsibility to contain environmental pollution necessitates further investment in new technology and modernisation.
- Hiring need would continue to remain robust to maintain the manpower at optimum levels and also to infuse fresh blood into the workforce so that a dynamic balance of experience and technological skill is maintained.
- The new hires to be recruited in the sector would need to possess competencies that are commensurate with the demands of the industry in line with the technological advancements. Unfortunately, availability of such talented candidates is limited, which would prove to be a constraint.

The Quality of Current University Graduates

Issues that as an employer that you face regarding recent graduates.

- Technical skills and competencies are vital for the development of fresh graduates to groom them to productive, professional and skilled employees. Usually fresh graduates recruited by the company go through a structured training plan with specific target position linked to progress of training; in our experience a majority of such graduates acquire the required skills and reach target positions.
- Oil & gas being a technology oriented industry, technical knowledge is extremely important. There is a need for more focus on the curriculum development to cater to the industry specific requirements.
- Weak communication and language proficiency are observed in some trainees in the initial phases, but have observed significant improvement as they go through the structured training process.
- Attitude and work ethics are important. The training programs lay emphasis on these aspects and the graduates gradually acquire required levels of ethical work practices and right attitude.
- A remarkable difference is observed in all these traits among graduates qualifying from overseas universities, in terms of subject knowledge, technical competencies, soft skills and attitudes.

Professional Certification

What professional certificates are prevalent and valued in your sector?

- Job specific professional certificates in major engineering disciplines such as Chemical, Mechanical, Civil, Electrical, Instrumentation, Civil etc. Membership of professional bodies such as Committee for Organizing Engineering Professional Practice in Bahrain (COEPP).

- Project Management certification from appropriate professional bodies.
- Appropriate professional certification for Geologists / Geophysicists / Petroleum Engineers.
- Membership of CIPD, Oracle HRMS certification for HR professionals.
- ACCA, CIMA, CFA, Oracle Financials etc. for Financial professionals.
- Microsoft/CISCO certification for IT professionals.
- Other function specific professional certificate or affiliation.
- Safety / Health / Environment related professional certification for personnel working in these areas.

Skills and Proficiency levels Required of Graduates

What are the key technical, sector specific and soft skills required by your sector of new graduates and the level of proficiency required to start a successful career?

1. TECHNICAL / ENGINEERING
 - Process Engineering (Chemical)
 - Electrical Engineering / Design
 - Instrument Engineering / Design
 - Mechanical Engineering / Design
 - Civil Engineering / Design
 - Electronics / Control Engineering
 - Metallurgy / Materials Engineering
 - Quantity Surveying / Land Surveying
 - Chemistry / Industrial Lab services
 - Planning – Operations / Maintenance
2. OIL EXPLORATION / PRODUCTION
 - Geology – Exploration / Production
 - Geophysics / Petrophysics / Geostatistics
 - Petroleum / Reservoir Engineering
 - Oil Well / Field Support Services
 - Gas Production / Utilization / Sales
 - OPERATIONS/ MAINTENANCE
 - Oil Processing
 - Oil Storage & Blending
 - Wharfage Operations
 - Power Generation /Distribution
 - Utilities Generation / Distribution

3. HUMAN RESOURCES

- HR Recruitment / Administration
- Compensation / Policy development
- Manpower Planning
- Organization Development
- Employee Relations

4. FINANCE Accounting Systems / Oracle Financials

- Receivable / Payable processing
- Cash Flow / Funds Management
- Budgetary Control / Performance Analysis / Reporting
- Insurance / Risk Management / Audit

5. INFORMATION TECHNOLOGY

- IT Solutions / Support
- Web design / support
- IT Infrastructure / Networking / Communication / support
- IT End User Support / IT data security

6. SUPPORT FUNCTIONS

- Procurement / Warehousing / Inventory Control
- Health / Safety / Environment Protection
- Security Services
- Housing / Township Management / Catering
- Marketing / Sales / Distribution
- Public Relations
- Good communication and language skills
- Report writing / presentation skills
- Be a good team player
- Able to work under pressure
- Efficient Time Management Skills
- Positive, proactive attitude.

Career Opportunities Within The Sector

What are the job opportunities in the sector?

- Though there is abundant supply of fresh graduates in the job market, candidates meeting the stringent criteria with the required technical skills, personality traits and calibre are very few.
- Those who possess the required traits have enough opportunities to enter the

career of their choice in any of the multiple disciplines available in the oil & gas industry.

- Recruitment is mostly at trainee level positions where the graduates go through a structured training regime with pre-defined target positions, which are linked to training progress.
- Shortages exist for Chemical Engineers, Geologists, Geologists etc.
- Replacement requirement and modernization of the refinery can create new job opportunities in the skill categories listed.
- Employment outlook for the sector would remain steady; however, the fall in oil prices can have negative impact on expansion plans which can impact employment opportunities in Bahrain and the region.
- Chemical and Mechanical Engineering are areas where job opportunities will be maximum in the sector.

Recommended Training for Current Students

For current students we would suggest the following activities or training:

- Internship with companies in the oil & gas sector which will give the students an insight into the operation of the industry, which will enable them make, the right choice.
- A mentoring program for the trainees would prove beneficial in developing the required skills for the industry.
- Reading material available on industry trends, changing technologies and other developments in the industry would help the trainees enhance their knowledge and skills.

Final Key Messages

Oil & gas sector is a key driver of the Bahrain economy. The Government of Bahrain is spearheading an ambitious program to boost the oil production by increased exploration and drilling activities, which has achieved some success in increasing the crude production. With the increased focus on exploration and drilling, the crude production is expected to increase in coming years.

Refinery modernization which has kick-started is a crying need and vital to the long term sustainability of the oil & gas industry in Bahrain. Success of this initiative is directly linked to the development of the country and hence is of paramount importance.

A major challenge to the industry is the fall in oil prices which is a deterrent in the growth of the industry and will constrain resources required for the modernisation. Employment outlook in the oil & gas industry is fairly steady over the coming years. However, availability of the candidates with the right skills and caliber would be key to the success of the industry in the long term.

ALUMINIUM

Key Skills Challenges

What are the skills challenges within your sector today?

- English communication ability
- Technical theoretical knowledge in the discipline
- Soft skills
- Understand engineering drawings
- Using basic hand tools
- Safe behavior

- ALBA is a key player in Bahrain's overall progress & Aluminium sector contributes 10% to GDP of Bahrain.
- ALBA Employs more than 3000 people and 87% are Bahrainis, thus providing employment opportunities to Bahrainis.
- ALBA is an industrial powerhouse that generates millions of export revenue for the Kingdom of Bahrain.

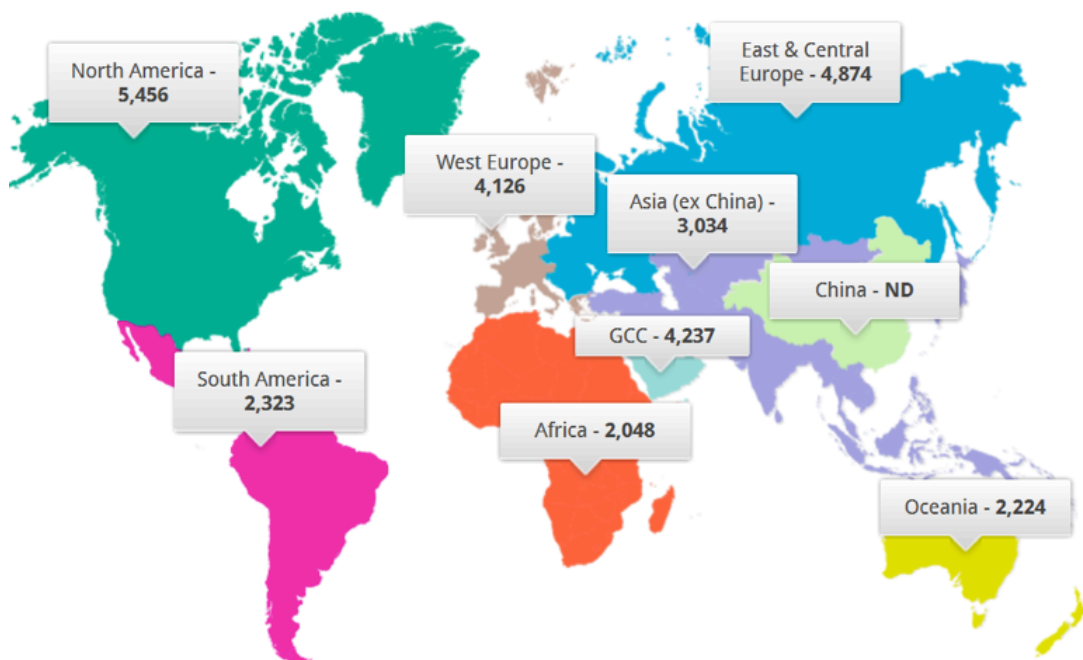
The Importance of the Aluminium Sector

The Importance of the Aluminium Sector

- Manufacturing sector provides highest employment opportunities
- Aluminium is the 2nd most widely used metal and is the metal of future
- Aluminium Bahrain (ALBA) is the first non-oil based industry contributing to the economy of Bahrain.

- Bahrain has a vision of increasing its manufacturing industry size manifolds in the next decade.
- Employment in this sector will therefore also multiply and we have to prepare the citizens with the best higher education programs.
- The global aluminium demand is expected to rise by 187% by 2050
- Technologies to produce Aluminium by

Total for 2014: 28,322 thousand metric tonnes of aluminium



Aluminium Production in 2014

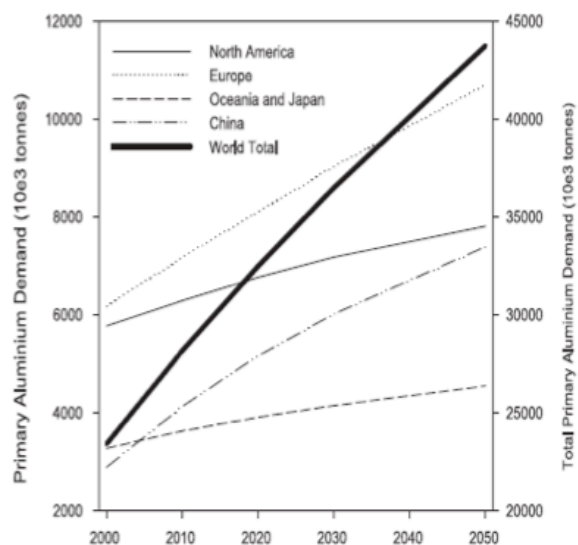
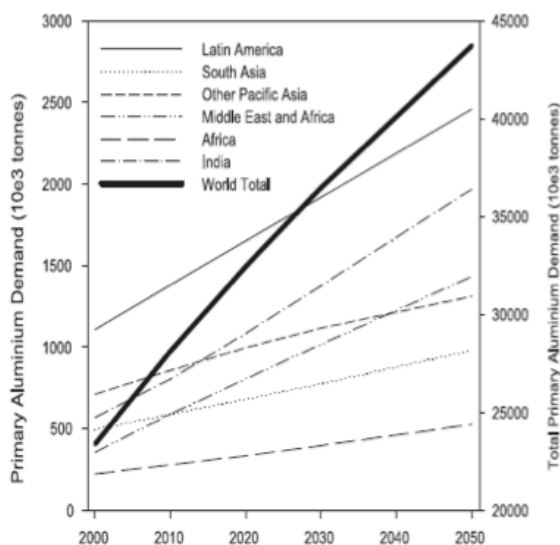
cleaner methods and reduction of Green House gases are expected in near future.

The Quality of Current University Graduates

The Future of the Aluminium Sector

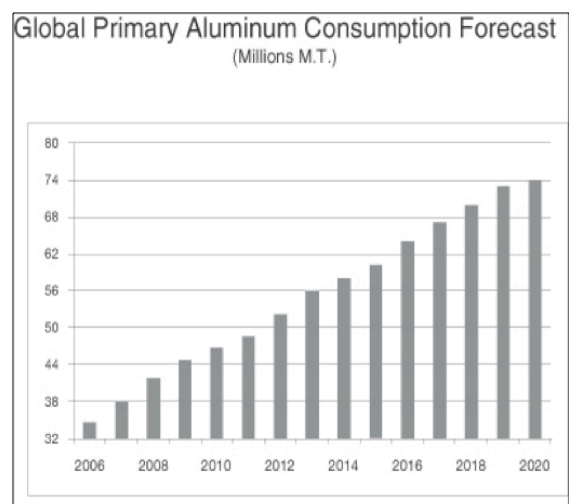
- As demand is increasing, many smelters were started in Middle East, thus raising competition to produce quality product.
- The profiles of new recruits should be
 - Technically qualified
 - Ready to take up the jobs as soon as they finish graduation with minimum training.

- Lack of English communication ability
- Lack of adequate technical theoretical Knowledge in the discipline
- Inability to decipher / understand engineering drawings
- Inability to analyze and solve problems
- Lack of Positive attitude towards learning



Professional Certification Required

- ISO – 9001 / ISO- 14001 / OHSAS -18001
- Professional License from respective ministries
- NEBOSH Certificate / Diploma for SHE department
- CIMA – Accounting for Finance/Accounts
- CISCO – Networking like CCNP for IT
- MICROSOFT – Office Certification for all Disciplines
- Project Management from Professional Bodies



Skills and Proficiency levels Required of Graduates

Theoretical knowledge in discipline of graduation

- Formulas & calculations
- Engineering units of measurement
- Practical skills in the discipline concerned
- Independent projects on related areas
- English – Min. Level 3.1 of British Council / Equivalent

Career Opportunities Within The Sector

- Demand for qualified technicians and operators
- Opportunities exist in the following disciplines
 - Operation
 - Mechanical Maintenance
 - Pneumatics & Hydraulics
 - Electrical
 - Instrumentation
 - Automation
 - Finance
 - Supply Chain
- As ALBA believes in Bahransisation, outlook for national employment is promising job opportunities are expected to grow in next 5 years as ALBA will be starting a new production line.
- A large amount of workforce is required for Erection, commissioning and operation of the plant.

Recommended Training for Current Students

For Current students, we would suggest the following activities and training:

- English communication (Written & oral)
- Decipher engineering drawings
- Analytical skills & critical thinking
- Work ethics
- Team development

- Safety behavior
- Apprenticeship for a minimum of 3 to 6 months

Final Key Messages

ALBA is highly successful in developing its manpower in line with its upgraded technologies from Line-1 to Line-5 and thus emerging as the 5th largest Aluminium smelter in world.

ALBA is poised for growth in the next few years and the challenges which may affect performance are

- The skill level of new recruits
- The lack of availability of right candidates for the jobs

These challenges can be tackled successfully in co-ordination with HEC by developing the Human resource based on needs of ALBA as outlined in the Training Requirements.



MANUFACTURING

Key Skills Challenges

What are the skills challenges within your sector today?

- The biggest challenge facing the industrial manufacturing sector is a lack of skilled training.
- Problem solving and communication skills are weak and need improvement. The Industrial Sector is productive in nature, so it needs strong problem solving and teamwork skills in order to compete regionally and globally.

The Importance of the Manufacturing Sector

The Bahraini manufacturing sector is highly concentrated. Three main industries accounted for nearly 60% of the manufacturing output in 2011. These industries and their contributions to total nominal manufacturing output are mentioned below:

1. Basic metals (23%): Aluminum production accounted for 87% of the basic metals industry in 2011, while iron and steel manufacturing made up the remainder. Alba is the main upstream aluminum producer in Bahrain, accounting for 73% of the total aluminum production⁵⁷. Midal Cables, Gulf Aluminium Rolling Mill Company (GARMCO) and Bahrain Aluminum Extrusion Company (Balexco) are midstream and downstream producers. Gulf Industrial Investment Company is the main producer of iron ore pellets, while SULB is engaged in the manufacture of heavy steel sections.
2. Refined petroleum products (21%): Bapco, the main producer of refined petroleum products, accounted for 83% of the total output of refined petroleum products in 2011. The company refines over 260,000 barrels of crude oil per day into LPG, gasoline, jet fuel, ultra-low sulfur diesel, fuel oil, naphtha, asphalt and heavy lube distillate. BANAGAS contrib-

uted 16% to the total refined petroleum production and produces naphtha, propane and butane. Bahrain Lube, which produces lube-based oil, was responsible for the remaining 1%.

3. Chemical products (15%): Gulf Petrochemical Industries Co (GPIC) was responsible for 45% of the total chemicals output of the Kingdom in 2011. Its products include ammonia, methanol and urea. Plastic products and 'other chemicals' such as paints and manmade fibers accounted for 55% of the total chemical output.
4. Seven smaller subsectors comprised about 35% of the manufacturing output in 2011. These industries and their contributions to total nominal manufacturing output are as follows:
 - Food and beverages (9%): Grain mills and bakeries constituted 58% of food and beverages manufacturing, while dairy products and other drinks accounted for 36%.
 - Non-metallic mineral products (9%): This segment was dominated by glass and building materials.
 - Fabricated metal products (6%): This refers to the manufacture of storage tanks, and welding and assembling non-machinery metal products.
 - Clothes and dyeing (3%)
 - Publishing, printing and media (3%)
 - Vehicle and shipbuilding (3%)

The Future of the Manufacturing Sector

- With changes in technology, consumer patterns and the availability of low cost manufacturing in emerging economies, manufacturing is ever-changing. Manufacturing leaders and professionals, together with a skilled workforce, are the essential ingredients in responding

to change and sustaining a viable and healthy manufacturing sector.

- Today employees across all levels of an organization; not just in contributing to producing tangible products, but also in terms of the problem solving, continuous improvement, quality assurance, record keeping and other higher order activities, required to produce excellent products for customers at a competitive cost.
- The trend in manufacturing towards lean six-sigma, the rise in chemical sectors, and the increasing automation and sophistication of technology in many instances mean that people working in manufacturing typically have varied, rewarding and challenging jobs.
- The industry would be more likely to seek employees that hold vocational qualification, according to the occupation.
- Career paths in manufacturing tend to be less structured and more organic unlike in many other sectors.

The Quality of Current University Graduates

In general, employers in the Industrial Manufacturing sector in Bahrain face certain shortfalls with recent graduates from all universities in Bahrain. The most faced shortfalls are:

- Lack of technical skill related to some occupations such as machine operator, CNC Operator, etc.
- Weak communication skills especially English language skills where in the industry sector majority of communication is done using English Language.
- Weak ability to work as a team and in groups. The Industry sector is diverse in nature with people from all over the world. Ability to work in a team with people from different cultures is crucial.

Professional Certification

What professional certificates are prevalent and valued in your sector?

There is no such certificate required due to the diversity in industry sector.

But there are some common skill needed in industry sector:

- Strong people skills and generic skills have become very important across all manufacturing occupations driven by the requirements of lean manufacturing.
- Operatives in a lean manufacturing environment Need the skills to undertake basic problem solving, Coordination skills
- Documentation and process management responsibilities.

As lean manufacturing typically involves working in a team environment, skills in collaboration, communication and leadership are essential.

Skills and Proficiency levels Required of Graduates

What are the key technical, sector specific and soft skills required by your sector of new graduates and the level of proficiency required to start a successful career.

Sector-Specific Skills;

- Managing Change (With new technology, new products and new operations strategies there are many changes in manufacturing.)
- Technical Sales (Technical sales skills combine technical product knowledge with commercial ability and people skills to go out to customers, understand their needs, propose solutions for them and build relationships with them.)
- Soft Skills;
- Languages and Customer-Facing Skills
- Generic Skill
- Work under pressure.
- Team working

Career Opportunities Within The Sector

What are the job opportunities in the sector:

- Food and Beverages Sector, current skills gaps in production and/or supervisory management.
- Engineering Sector, Skills gaps identified by engineering companies were largely technical in nature ranging from operative to professional engineering level. For example an engineer with commercial knowledge who has the ability to work with suppliers on technical matters, but also has the skills to negotiate the terms of a supply agreement.

There is also a need for technical sales people who can go out to customer, understand their technical and business needs and build a relationship with them.

Consumer Goods sector:

- Skill gaps identified by consumer good companies were supervisory skills, production planning, supply chain management, sales and marketing skills.
- On the national level, there would be more demand for jobs by qualified graduates and less supply within the upcoming 5 years due to too many universities producing graduates with business related majors and due to industry expected low growth.

Recommended Training for Current Students

For current students we would suggest the following activities or training:

- Having on job training such an “internship” for a few months would strengthen the student’s practical knowledge and would bridge the gap between theory and practice.
- In addition, internship makes students more attractive from employers’ perspective for entry level jobs.

Final Key Messages

The skills needs of the manufacturing sector are wide and, in some instances, complex. Addressing skills needs, therefore, has a number of facets:

- Some shortages can be addressed through increasing supply, providing specific modules, accredited work placements or amending the curriculum within the mainstream education and training system. This is about ensuring both the right numbers are being produced and that graduates have relevant industry skills.
- However, many employers also address specific skills needs through up skilling and building upon the existing skills base and experience within the firm – this requires flexible systems of Continuing Professional Development (CPD), online delivery, post graduate qualifications and conversion courses.



CONSTRUCTION

Key Skills Challenges

What are the skills challenges within your sector today?

- Engineering: civil engineers, electrical engineers and quantity surveyors.
- Engineering drawing reading skills, measurement of dimensions and engineering quantifying skills: draftsmen, technicians, foremen, welders, machine operators, etc. (Competent Technical Staff)
- Calculation & mathematical skills: cost estimation and ability to provide accurate data related to expenses and cost estimation skills: Purchasers, cost estimators, store keepers, sales Engineers,..etc.
- Communication and English language skills.
- Decision making skills & problem solving skills.
- Planning & organizing skills: project managers, supervisors and team leaders.

The Importance of the Construction Sector

The construction sector in Bahrain has a great impact on the kingdom's economy, due to the reason that the growth is mainly attributed to the prioritization of infrastructure and housing projects in the kingdom. The sector in Bahrain has experienced a growth from 3.6% in Q2 to 12.3% in Q3 of 2014, making it the fastest growing sector of the economy. This is largely reflective of the ongoing activation of the large infrastructure projects pipeline worth more than USD 22bn.

Infrastructure development in the economy is related to other sectors such as, education, health, electricity, transport, works, etc. Therefore, the socio-economic development of infrastructure and employment is one of the roles played by construction towards the growth of economy.

Locally, specific council for construction play an important role in the infrastructure development such as:

- Transportation infrastructure: such as, roadways (highway & freeway systems), bridges
- Utility & communication systems
- Housing

Within the GCC, it is of the economic growth along with the development of roads, bridges, tunnels, railways, electrical grids, telecommunications, airports, seaports and others.

In a global scale, contracting services is significant in the development & maintenance of an efficient energy distribution, telecommunications, transportations, water & waste management.

The Future of the Construction Sector

The future of construction sector is related closely to government projects and expenditure. In addition, it is clear that there is positive relationship between economic advancement and sector future, from housing to building new business premises and infrastructure work.

The construction companies are optimistic about the future of the sector, but with the right technical skills, multi-cultural workforce sharing knowledge & experiences the sector could meet the demands of the market.

- Globalisation: New construction material manufacturers in Bahrain, GCC and worldwide with opportunities to import.
- Research and technology advances: New manufacturing plants with advance technology, higher quality products.
- Environment and regulatory changes: More control and fees from authorities toward environmental protection regulation.
- Innovation: Demands on skilled workforce and innovative engineers, to operate numeric machines.

The sector will be looking for new hires, possess technical knowledge about the field. The skilled workforce demand will become increasingly sophisticated, unskilled workforce must have the ability to read and write. In addition, mainly the demand will be on efficient machine operators. While the need of specific or professional certificates types of jobs such as safety officers, machine operators and project managers are increasing. In terms of Engineer, the demand will be on engineers with standard qualifications:

- Diploma, preferably degree
- Chartered Engineers, (this comes with experience after graduation, min 5 years service, the degree will obviously help but its down to experience etc.)
- PMP "Project management Professions" qualifications. Requirement for senior positions only, Project Managers etc.
- Value engineering
- Quality Standards & 6 Sigma
- Auto CAD
- Primavera (programming software)

The Quality of Current University Graduates

Larger percentages of jobs in the construction sector are vocational jobs. The academic or university graduates staff percentage is small in comparison to vocational workers. The following issues have been raised by some companies faced with recent graduates:

- Graduates have limited technical competencies & skills
- Lack of technical knowledge & skills in business related major such as engineering, quality assurance, project management, laboratory technician, etc.
- Lack of practical experience in technical matters especially in using certain software and applications, good theoretical concepts and low practical knowledge
- The ability to work under pressure and adopt techniques to keep up with crucial needs and requirements.
- Work ethic & attitude

- Poor team work ability, and ability to work in a multiple cultural environment
- Poor communication skills (Arabic & English) effective utilization of e-mails, presentation skills, listening skills, Etc.
- Low levels of emotional intelligence

Professional Certification

What professional certificates are prevalent and valued in your sector?

- Project Management - PMP
- Chartered Engineer, Member Civil Engineers (ICE), Member of Surveyors (RCISI)
- Masters in Engineering
- Electrical licenses – engineering level
- Electrical, welding and A/C technician certificates
- Safety and security professional certificates "such as Nebosh, CPR, Fire prevention"
- ISO

Skills and Proficiency levels Required of Graduates

Sector-Specific Skills:

- Knowledge of technical terminologies and current products & services, and its standards (size, type, QS, applications, etc.)
- Safety awareness

Soft Skills:

- Ability to work in a team
- Ability to make decisions and solve problems
- Ability to plan, organize and prioritize work
- Ability to communicate verbally with people inside and outside an organization
- Ability to analyze quantitative data
- Proficiency with computer software programs
- Communication and report-writing

Career Opportunities within the Sector

What are the job opportunities in the sector?

Overall demand exceeds the supply rates for Bahraini employees. Over the next 5 years the need for low labour and worker level will be expanded. Also, the need for administration and human resources.

- Safety officers
- Civil engineer
- Electrical engineer
- Account
- Supervisors
- Engineers & technical staff.
- Demand for local workers will increase & hiring expats will be less due to the increased fees in relation to the work permit.
- Occupational safety, quality control, computer aided design & drafting will be the next growth area in terms of job opportunities.

infrastructure projects and the forecast for the sector is strong.

However, a lot of students have a wrong idea or information about the sector. It true that the nature of some types of jobs or the working condition for some jobs are difficult but on the other hand, there are a lot of job opportunities that suit Bahrainis.

More courses need to be made available that are in line with the needs of the construction industry and allow Bahrainis to study and gain the appropriate qualifications.

Recommended Training for Current Students

For current students we would suggest the following activities or training:

- "OJT": To place the graduate on real internship program with a strong performance appraisal, on his achievements, skills gained, work capacity, work attitude, productivity and work related knowledge.
- Periodic Workshops: which will enhance their knowledge about all sectors, it will also be a great opportunity for them to know about the specifications of each sector and the requirements of jobs.

Final Key Messages

The construction sector in Bahrain is one of the biggest sectors and its employs thousands of workers. Therefore, it is important to invest in the development of the workforce of this sector. It also is one of the fastest growing sectors in Bahrain led by large in-



SHIP REPAIR

Key Skills Challenges

The key skills challenges in ship repair are wide-ranging and include all functions in ship repair. Taking the main two areas:

Management

- Effective manpower planning and succession planning.
- Accurate and timely identification of training needs for the workforce.
- Skills required to apply the knowledge of occupational health and safety, environmental and quality standards and regulations.
- People management particularly of multicultural working environments.
- Supply chain management and skills required to interact with existing and potential international clients.
- Knowledge and identification of the most suitable new and emerging manufacturing, assembling, outfitting processes and technologies.
- Managing change, including how to develop multi-skilled workers and end demarcation.
- Basic supervisory skills in motivating and coaching workers on-the-job.

Maintenance and repair operatives

- Ability to apply knowledge of and adapt to new and emerging manufacturing, assembling, outfitting processes and technologies.
- Adapting to and embracing change, including recognising the criticality of continual professional development and learning new/additional skills.
- Applying knowledge of health and safety, environmental and quality rules and regulations.
- Verbal communication skills and the ability to interact with colleagues, supervisors and clients.
- Comprehending written communication,

drawings and diagrams used daily to execute production tasks.

- People skills, including motivating, training and coaching less-experienced colleagues.
- Technical skills and competency.

Importance of the Ship Building Sector

ASRY is a major employment force in the Kingdom of Bahrain and is an effective contributor in the social and community domains by conducting many corporate social responsibility events, providing grants and donations.

ASRY places Bahrain in the region as a main regional and international Ship Repair and Offshore Services hub. This entails the attraction of the downstream industry of our sector which ranges from suppliers, service providers, certification buddies and academic entities.

From the point of view of the Shipyard, Bahrain is considered as the top 10 Ship repair destination worldwide and ASRY put Bahrain on the global map in regards to this sector.

The Future of the Sector

- More opportunities as more countries such as Qatar, Oman, Kingdom of Saudi Arabia and the United Arab Emirates are creating similar business.
- High caliber people with technical related skills.
- Employees with professional certification such as Edexcel, CIPD etc.
- Engineers with Maritime background.

The Quality of Current University Graduates

- Lack of technical knowledge.
- Poor English language.
- Inability to adapt with work environment.

- Lack of technical knowledge related majors such as Mechanical, Electrical and Welding.
- Weak communication skills especially English language Skills where in the Ship Repair sector the majority of communication is done using English language.

Professional Certification

What professional certificates are prevalent and valued in your sector?

Examples include:

Edexcel BTEC Qualifications at Levels 3 and 4, including but not restricted to:

- BTEC Level 3 Extended Diploma in Engineering (Electrical, Mechanical and Fabrication and Welding Pathways)
- BTEC Level 4 HNC Diploma in Electrical, Mechanical and Marine Engineering

The BTEC qualifications enable ASRY staff to develop knowledge, understanding and skills required by the shipbuilding and repair sector, and apply them in real work contexts. Skills and knowledge attained include health and safety, communications and mathematics for engineering technicians, and commercial aspects of engineering organisations. The qualification is approved as a Technical Certificate by the sector body responsible for skills development in the UK, SEMTA, and has been designed in close collaboration with, and is fully supported by, the shipbuilding sector in the UK, so ASRY has confidence the qualification is right for the individual, the company and Bahrain.

Skills and Proficiency levels required of Graduates

Sector-Specific Skills:

- Technical Skills in the field of mechanical, electrical and welding, such as pneumatics, hydraulics, instrumentation and control, welding skills and non-destructive testing techniques. The level of proficiency required would be related to the role of graduate upon recruitment. At least a working knowledge of all, with a

good level of skill and knowledge for the relevant specialism.

- Terminology relating to the industry, such that operators at all levels can have technical, professional discussions with client representatives. To have such discussions in a ship repair yard requires the graduate to be familiar with ship repair terms and language.
- Relevant Professional Certification relating to the department such as CIPS, CIPD and Nebosh. Internationally recognised certification, such as those described transcends national borders and ensure that the graduate commands the respect of peers and customers.

Soft Skills:

- Analytical, project control and project management skills to enable the graduate to contribute to the planning and control of ship repair projects and be able to present findings of analysis to senior management at ASRY and client representatives.

Communication Skills:

- A suitable level of English that enables the graduate to have detailed discussions with European clients for whom English will be the preferred language.
- Email writing Skills, such that complex engineering, project and contractual information can be transferred accurately and succinctly.
- Supervisory Skills that ensure the graduate can be a key participant in the supply chain; taking instruction from senior manager and relaying these instructions to operators in a manner that is sympathetic to differing cultures and nationalities.
- Leadership Skills are not to be confused with supervisory or management skills. The former are essential if the graduate is to be able to persuade people to follow his/her lead and create a cohesive team.

Career Opportunities Within The Sector

What are the job opportunities in the sector?

ASRY maintains good relationships with government interties such as the Ministry of Labour and collaborated with them in projects to recruit and training unemployed Bahraini. Such projects will provide good opportunities for Bahrainis and inject qualified employees in the company.

Recommended Training for Current Students

For current students we would suggest the following activities or training:

- “Internship training” where the students can experience real life work environment which helps in enhancing their knowledge and prepare them for entry level job.
- “Overseas Training Programmes” where the students can experience other cultures and tradition, which helps in developing the student’s personality and creating responsible and ethical employees of the future.

Final Key Messages

The Shipping industry plays a big role in the economy of Bahrain. There are a lot of opportunities for different specialties or trades in this sector.

We require that Universities and Training Institutes to focus on developing the technical aspect for this sector and improve the quality of graduates to shorten the gap between the graduates and the requirements of the employer.



PRIVATE EDUCATION

Key Skills Challenges:

- Ability to demonstrate current best practices in education with an emphasis on 21st century skills.
- Ability to work effectively as a member of a team.
- Ability to work effectively with children or young adults.
- Ability to demonstrate cultural awareness and sensitivity.
- Ability to work in groups as a collaborative partner and contributor.
- Ability to differentiate for a variety of learner needs (low, middle, high).
- Ability to develop higher-order thinking in learners.
- Ability to develop and use accurate and effective assessments (formative, summative).
- Ability to demonstrate effective classroom management approaches.
- Ability to remain resilient in the face of difficult conditions.
- Ability to identify problems, examine them analytically, design and implement solutions, monitor results.
- Ability to demonstrate language and technology literacy.
- Ability to develop students' language and technology literacy in content areas
- Ability to demonstrate social skills that make positive contributions to the community.
- Ability to demonstrate workplace etiquette .
- Preparedness to work hard to achieve student-centred results (strong work ethic).
- Ability to intrinsically motivate , inspire and engage students.
- Ability to plan, enrich and implement the curriculum using a variety of approaches.

The Importance of the Private Education Sector

- Education ultimately contributes to the long-term success vitality of all other sectors (i.e. without education the other sectors cease to exist).
- Education builds a culturally and linguistically diverse workforce in a variety of sectors necessary for the success of the Kingdom domestically and internationally.
- Education contributes to the social, spiritual, academic, technical, and emotional development of all citizens within the Kingdom.
- Education can begin at a very early age to immerse learners in issues currently facing Bahrain, the region and the world so that they can begin to understand the issues, examine them analytically and begin to propose potential solutions (e.g., water shortage, human rights, citizenship, increased sea salinity, deforestation, global warming, etc. – Jean-Francois Rischard's High Noon: 20 Global Issues and 20 Years to Solve Them).
- Spending on public education in the OECD countries averaged approx 4.6% of GDP in 2007. Bahrain was a comparable 4.4% of real GDP.
- According to the United Nation Development Program (UNDP) Bahrain education sector has experienced robust growth in recent years, expanding by 205% between 2000 and 2012.
- It's GDP share of education pushed up from 2.3% in 2000 to 4.4% in 2012
- Government education increased 130% over the period. Private education grew 5.5 times faster.
- The total number of school teachers was 15,630 in 2010. Women constituted an average of 65% of total employment in education between 2001 to 2010.

- Number of teachers grew 74% during the same period, with the majority being employed in government institutions.
- E-literacy rate in Bahrain increased from 86.5% in 2001 to 91.9% in 2010.

The Future of the Private Education Sector

Globalisation

- As regional and global interdependencies expand and become more complex, the Kingdom must respond accordingly through education
- More and more private schools are competing in the recruiting pool for the same candidates (students and also teaching staff).
- Research and Technology Advances
- Educational research and the integration of technology in classrooms continually transforms the workplace daily.
- Technology is used for marketing and recruiting (i.e., school websites, skype interviews, etc.)
- Bahrain's schools need to move from a situation of 'having technology' to 'effectively using technology' to directly enhance student learning and skill development

Environment and regulatory changes

- Many teachers are not willing to consider perceived dangerous or hardship locations.
- Recruiting taking place earlier and earlier in the year and in a widening range of formats (i.e., fairs, Skype interviews, phone calls, etc.)
- Innovation
- Current aspects of innovation in private education include developments in technology integration, enhanced teaching methods, and the use of electronic resources (e.g., tech tools, e-publications, electronic simulations/tasks, tech as a tool for differentiation of learning, etc.)
- Shifting demographics and consumer preferences
- As the kingdom becomes more diverse

the educational needs of the private sector continue to diversify and expand. Private sector is generally looking to private schools for their employees more and more.

- Growth in host nation enrolment/parents that increases pressure on teacher retention and recruitment.

The Quality of Current University Graduates

- Ability to develop language and technology literacy in others through real world application of subject/discipline knowledge.
- Generally weak in English language which is an essential 'skill' for working in the private sector.
- Deep knowledge and understanding, as well as processes/strategies that support development of subject/discipline.
- Deep understandings of subject knowledge and how it is used and applied in real world settings.
- Ability to demonstrate current 'best practices' in content areas, with an emphasis on 21st century skills.
- Ability to teach to standards (i.e., standards-based curriculum).

Professional Certification

- Undergraduate degree (i.e., BA, BS), Master's degree (i.e., MA), specialist certificates (e.g., ELL, Tech Integration, Literacy Coach, Literacy Specialists, Math Specialists, Counsellors, Special Needs, IB teachers, etc.)
- Importance of linking certification to impact in industry very important

Skills and Proficiency Levels Required of Graduates

Technical skills

- Proficiency of English language communication
- Experience with emerging technologies
- Electronic forms of communication (email, app use, Google drive, Office 365, etc.)
- Ability to use a wide range of technology as a tool for learning, creating, and communicating
- Ability to use electronic information resources (e-publications, e-books, e-journals, etc.)

Sector specific skills

- Undergraduate degree or higher in discipline/subject
- Demonstrated impact within education as a teacher
- Experience working with children or young adults

Soft skills

- Literacy in one or more language
- Ability to work effectively with children of various ages
- Ability to work with people from diverse cultures
- Ability to work with others in a positive contributory way
- Willingness to work hard
- Ability to effectively contribute as a member of a team
- Ability to adhere to workplace etiquette and display strong work ethic
- Ability to inspire, engage and intrinsically motivate others (students, colleagues, parents)
- Resiliency in the face of challenges or difficult conditions
- Ability to identify problems, analyse them, design and propose various potential solutions, and forecast potential consequences of actions

Career Opportunities Within The Sector

Job opportunities

- Early Childhood and Primary School – shortage of male teachers, Language Arts Specialists, Counsellors, Special Needs, Reading or Literacy Specialists
- Middle School and High School level – Math, Science, English, Tech Integration, IB Teachers
- Perceived dangerous/hardship locations

Supply and demand

- Internationally and Regionally– Employees Market, more schools are recruiting
- National Schools are entering the market – China, UAE, etc.
- Increased number of teachers from non-English speaking countries in the market
- Bahrain's private school teacher salaries have to compete with private schools from other GCC countries

Employment outlook

- Annual steady growth in teacher/administrator placements
- Need for talented teachers, not just those with Master's qualifications, but from those who have worked in top international schools
- Expanding growth of international schools in Middle East and Asia
- Math, Science, Tech Integration and English are major growth areas
- Recruiters seek targeted skills/experienced teachers (i.e., IB, Literacy Coach, tech integrator, etc.)
- Teachers experienced in teaching IB

Recommended Training for Current Students

Suggested activities or training

- Volunteer in any setting involving children or young adults (without payment)
- Undertake student teaching in a variety of settings/age groups for at least one full semester if not longer
- Take a transitional job as a teacher assistant in order to gain experience
- Serve as a volunteer in a neighbourhood school or youth program (without payment)
- Get involved in service learning
- Read sector-specific professional journals such as those of the National Council of Teachers of Mathematics, National Council of Teachers of English, International Literacy Association, etc.
- Tutor students

Final Key Messages

Within the Middle East due to demographics pressures the demand for schooling at all levels is not being met by current supply. Many countries in the region are looking to expand the provision of private education in order to meet demand both now and in the next decade.

A career as an education professional can provide opportunities to work around the world as well as rewarding career development for the nation's young talent.

With more emphasis on quality and the skills of teachers it is important that graduates are fully committed to self learning and development. It is important that graduates fully understand the nature and role of teaching as well as understand key concepts such as;

Designing curriculum

New ways of delivery in the classroom

The use of technology to enhance learning

How to create an innovative and creative learning environment

How to assess and evaluate students

Demand exists for qualified teachers throughout the world however it is those teachers who have a passion for education and learning that stand out. The nature of teaching is changing and to keep pace with the fast moving and digitally connected world young dynamic teachers are required to help develop future leaders of business, government and society.

Finally a career in education is a relatively safe career, teaching is one of the oldest professions. Even in tough economic times people still require education and teaching is a globally established profession that is respected.



VOCATIONAL TRAINING

Key Skills Challenges

There are three main skills challenges in the Industrial Training key sector which are highly demanded by the key industrial employers:

Employability Skills:

There is a very big challenge within this set of skills especially for the fresh graduates newly joining the industrial companies, these skills include; communication skills, work ethics, computer skills, health & safety, etc.

Specialized Skills:

This set of skills are highly required especially for the individuals in the technician level, these skills are including; fabrication & welding, mechanical, automotive, electrical, air conditioning, electronic, etc...

Technical & Professional Skills:

This set of skills is highly demanded for the employed individuals with the industrial sectors for the purpose of up-skilling them and bringing them to a higher professional level, these skills include; technical reports writing, advanced health & safety, maintenance management skills, automation skills, and many others in this range.

The Importance of the Vocational Training Sector

The high level of importance of the vocational training sector is shown from the following points:

- Vocational training is one of the best solutions for the unemployed young locals who have not proceeded to academic education
- The demand of technical manpower is increasing every year especially considering the new factories, production lines,

and other comers who enter the market.

- Up-skilling of the currently employed individuals is always a top priority of every mature organization in order to gain more efficiency, more effectiveness, and more productivity from their employees.
- The training can lead the technology by preparing well trained manpower that can operate the new equipments, systems, tools, etc.

The Future of the Vocational Training Sector

Opportunities:

The high demand of vocational training services by the employers is an essential factor for the future of this sector, and some of the governmental regulations (like the LEVY System) offer a huge budget for the companies to utilize in training, which is creating a wide range of opportunities in the market. The newly launched project by Ministry of Labour for "Employment & Training of 10,000 Bahrainis" has increased the potential of the market and opened the gate for new opportunities in this sector. Also, Tamkeen's initiatives in the training sector is an important driver to produce more opportunities to the training service provider.

Risks:

The new governmental regulations in the quality framework and the increasing overhead & expenses can be negative factors towards the sector, as well as the limited financial support available for such human capitalized sector, as the major risk within this sector is the fluctuation of the financial liquidity which needs to be maintained all the time.

New hiring will always depend on the development and expansion of the vocational training providers to satisfy the increasing demands within the sector, and accordingly

the types & profiles of the hires might be within these positions:

- Professional trainers / assessors
- Soft skills trainers / assessors
- Technical (hands-on) trainers / technicians
- Projects coordinators / administrators
- Sales Executives / coordinators
- Quality Managers / administrators

The Quality of Current University Graduates

Issues that as an employer that you face regarding recent graduates;

In general, employers in the vocational training sector in Bahrain face certain shortfalls with recent graduates from all universities in Bahrain.

The most faced shortfalls are:

- Lack of hands-on experience in the field which is very important for the employers.
- Weak communication skills especially English language skills where in the training sector majority of communication is done using English language.
- Weak ability to work as a team and in groups. The training service is designed to be provided to different types of people and with the provider's organizations, different cultures are teamed and working together.
- The lack of flexibility in duty timing where in some cases they will be asked to join some training projects with long timings and fluctuated attendance requirements.
- The lack of training experience & knowledge which is essential for the training faculty within the training providers.
- The lack of the required knowledge & skills of the QQA audits and regulations.

Professional Certification

What professional certificates are prevalent and valued in your sector?

There are many important and value added

professional certificates that will be preferred for individuals working within the vocational training sector, some of them are:

- Nebosh International Diploma in Occupational Safety and Health
- CIPD Certificate in Human Resources Practices - Level 3
- CIPD Diploma in Learning and Development - Level 3
- The Coaching Leader Programme (UOD, ICF accredited)
- Executive Master Coach (The Life Coach Academy)
- Project Management Professional (PMP)
- CCDA-Cisco Certified Design Associate (Cisco)
- ICDL Certified Trainer Professional (ICDL/ECDL)
- CIM Diploma in Professional Marketing
- ISO 9001:2008 Lead Auditor
- OHSAS 18001-Lead Auditor Occupational Health and Safety Management System

Skills and Proficiency Levels Required of Graduates

What are the key technical, sector specific and soft skills required by your sector of new graduates and the level of proficiency required to start a successful career?

Qualifications & Awards

- Degree (or equivalent) in business / managements subjects
- Level 2 literacy and numeracy or equivalent
- Above average communication skills
- Experience, skills & knowledge
- Academic or industrial or commercial experience in an area relevant to the programmes.
- Ability to utilise Information Technology and information.
- Good organisational and administrative skills.
- High coordination & problem solving skills.
- Face to face & negotiation skills.
- Ability to communicate effectively with

the trainees with a range of abilities and motivation.

- Ability to work flexibly and effectively as a member of a team.
- Ability to meet deadlines.
- Ability to work with external customers and stakeholders.

Career Opportunities Within The Sector

There are many job opportunities at all levels within the vocational training sector; some of the important ones are listed below:

- Professional trainers / assessors
- Soft skills trainers / assessors
- Technical (hands-on) trainers / technicians
- Projects managers / coordinators / administrators
- Sales Managers / executives / coordinators
- Quality managers / administrators

Recommended Training for Current Students

For current students we would suggest the following activities or training:

The more focused activities/programmes are offered to the new comers to this sector the more productive they will be, and here are some of the suggested activities:

- Having on job training such an “internship” for a few months would strengthen the student’s practical knowledge and would bridge the gap between theory and practice.
- Go into specialized training programmes related to training delivery styles and QQA requirements, and to attend a “Train-the-Trainer Programme”.
- To visit a vocational training provider and to participate in seminars & workshops about vocational training.
- Enrolling the new recruits in smart “Apprenticeship Schemes” where he/she will learn while be trained into all the aspects of this sectors.

Final Key Messages

Vocational Training is one of the very important sectors in the Kingdom of Bahrain & the GCC countries, and the governments are giving more attention to this sector today as they realize that the investment within this sector can reduce the painning level of unemployment rates and can elevate the level of manpower localization across the country. With more than 6,000 new entrants to the labour market every year, the need of training initiatives to bring them to an employable level is really essential and important. In the other hand, the challenges and the obstacles which are faced within this sector need to be resolved, and much of support is required from the governments to overcome these problems which are having negative impact in the performance of these training providers.

Apart from that, we believe the future of the sector is promising, and the reshaping of the national qualifications is an important added value to this industry.





RETAIL

Key Skills Challenges

The key skills challenges addressed were the following:

- Lack of correlation between schools, institutes and universities to address the needs and wants of the labour market.
- Finding adequate quality soft skill training provider.
- Finding technically-skilled Bahrainis that accepts retail job offers.
- Identifying the necessary and/or required technical skills training provider
- Limited business and culture awareness for fresh graduates to work with multi cultural and multi national environments.
- Efficient training planning and assigning within working hours and current work load of the staff.
- Establishing the culture of continues and continual self and organizational development.
- Low use of modern technology in many private institutions.
- The reluctance of young Bahrainis for enrollment functions in the sector.
- Lack of correlation between schools, institutes and universities to address the needs and wants of the labour market
- Finding adequate quality soft skill training provider
- Finding technically-skilled Bahrainis that accepts retail job offers
- Identifying the necessary and/or required technical skills training provider
- Limited business and culture awareness for fresh graduates to work with multi cultural and multi national environments
- Efficient training planning and assigning within working hours and current work load of the staff
- Establishing the culture of continual self and organizational development
- Low use of modern technology in many

private institutions

- The reluctance of young Bahrainis for enrollment functions in the sector

The Importance of the Retail Sector

- Retail sector is a very important sector within Bahrain economy; an economy that is considered one of the most diversified economies of the GCC region.
- Retail traded goods are our daily used-and-consumed products that includes foods, beverages, personal care, fashion, and much more. It continues to reach electronics, electrical, motors, furniture, and equipment.
- Retail Sector had a modest performance with a 4.4% Year-on-Year (YoY) increase in Quarter 4 and an overall expansion rate of 4.0% YoY during 2014 as a whole. Retail size reached BHD. 486,603,000 in 2013.
- The number of employees in the private sector reached 512,076 by end-2014, a 15,986 increase from end-2013. Bahrainis in retail sector represent 19%, while 81% is represented by non-Bahrainis.

The Future of the Retail Sector

The retail sector would be constantly changing due to several reasons which includes the following:

- Globalization: As Bahrain has an open, business-friendly economy, its market is to be part of the international market. The growing and expanding of business globally will have its impact in Bahrain.
- Research and Technology Advancement: The rising of online trading could be a replacement in the near future for the current trading activities and business. Also, with better research and surveying methods, better identification of con-

sumer's needs and wants is being done. Accordingly, better business could be done.

- Legal and Regulatory: The legal and regulatory framework and environment in Bahrain is governing the quantity and quality of traded goods. Nevertheless, as stated previously, Bahrain economy encourages more retail business to be established and expand.
- Innovation: High purchasing power is found in Bahrain for the latest innovative goods that can be traded in its market.
- Shifting Demographics and Consumer Preferences: With more youth and expatriates consumers with multiple cultures emerging in Bahrain, market preferences have shifted.

Accordingly, more Bahraini fresh graduates and youth are expected to join the growing and expanding sector as the recent research shows that the dominated retail workers are in the age group between 26-33.

The Quality of Current University Graduates

The employers have exhibited that they face a challenge with regard to availability of Bahrainis.

The employers has exhibited the major challenges they with regard to availability of Bahrainis.

Between 40-48% agree with it is difficult to found committed, skilled and qualified Bahrainis. Once found, attractive job offers are available.

- Retail sector management is found to put more emphasis on skills rather than qualifications; However both academic and professional competencies are important. Employee's knowledge and attitude are other aspects to consider.
- It was found that 31-49% of Bahraini retail workers are secondary school graduates, 22-24% are diploma-degree holders, and 12-30% are bachelor-de-

gree holders.

- In addition, it was found that 12-22% of Bahraini retail workers have 1 year or less of experience, 35-38% have 2-5 years, and 22-28% have 6-9 years.
- Limited information was available in regard of professional qualifications – for several reasons identified.

Skills and Proficiency Levels Required of Graduates

1. Sector and subject knowledge: varies from one job or business to another but overall falls into:

- Trade [in general]; Retail [in specific]
- Branding

2. Soft skills:

- Customer Service
- Communication [English]
- Selling
- Leadership – Management
- Individual and Team

3. Technical skills: varies from one job or business to another

4. Retail management: The introduction of retail management programmes (general/specific) could be promising. Currently, a Diploma in Retail Management is being provided.

5. Professionalism in the workplace.

Career Opportunities within the Sector

The sector is growing, along with its companies and businesses. Thus, more job opportunities are being created. To take advantage of such opportunities, the following can be considered:-

- Being a Specialized Bahraini: There are shortage of Bahrainis in some operational positions in retail sector with technical background.
- Current Recruitment Practices: The new trend in recruiting favors the smart-and-young fresh candidates over the old

experienced ones. Having financially supported candidates by the Government would give more advantage.

- Government Programmes: That includes securing jobs for Bahrainis in retail companies, acquiring the needed qualification and skills training, along with financial support for their salaries.
- Job Applying: Applying for the right job would increase the chances of being employed, and thus, finding a career in retail.
- Retail Companies' Internship Programmes.
- Leadership and Self Development Programmes.

Recommended Training for Current Students

- Free, online training courses and self-development materials
- Youth leadership programmes
- Internships and on the job training
- Weekend jobs
- Specific Council, Ministry of Labor and Tamkeen Programmes
- Tamkeen's Professional Certification Support Scheme "e7trf"

Final Key Messages

The retail sector is growing, its contribution is significantly increasing to the economy, and it is providing job opportunities for Bahraini fresh graduates. The workforce enjoys a good status, but still needs to be further satisfied with better job offerings.

Despite such growth, several challenges still exist which threaten the sector's outputs such as:

- The availability of committed, skilled, and qualified Bahrainis
- The wrong perception of retail jobs

Examples exist of where these challenges are being tackled successfully through employers and SCTR/MoL/HEC-led skills solutions.

If the sector is to realize its potential, then this action must be scaled-up and univer-

sities - along with institutes - must play a greater role in developing the skills that employers need from graduates.

The HEC is looking to work with employers to transform Bahrain's approach to investing in skills of its people to secure growth and prosperity and a SMART economy.



HOTELS & HOSPITALITY

Key Skills Challenges

There are many issues that have a severe impact in the hospitality sector. But some of the most potential that has the greatest impact are listed below:

1. **Changing Labor Conditions**
The hospitality industry faces labor and human resource challenges including the shrinking of the labor force, union issues, escalating health care and benefit costs among others.
2. **Escalating Operating Costs**
There is concern that operating expenses will escalate at a greater rate than income, potentially eroding the bottom line. Operators need to monitor Energy Costs, Higher insurance costs, Labor costs and labor shortages and Brand standards.
3. **Escalating Renovation and Construction**
Increases in renovation and construction costs are resulting in escalating capital reinvestment exposure for many existing hotels and increased capital requirements for new construction.
4. **Local Labour Conditions**
 - with number of Bahrainis remaining stable and number of expats increasing, the gap between the number of Bahrainis and non-Bahrainis employed has been increasing.
 - Finding employment in the hospitality sector is considered less appealing due to several perception-related reasons.
 - Bahrainis do not prefer working in F&B related roles and have lower preference for housekeeping roles due to involvement of handling alcohol.
 - Non-skilled Bahrainis settle for roles in non core hospitality positions such as security.

5. **Growing Global Uncertainty About Safety and Security.**

There is broad concern among travelers about protecting their own safety. These concerns range from the healthfulness of airplane ventilation to vulnerability to terrorism. Governments are increasingly trying to manage risks, sometimes impacting a country's tourism infrastructure, such as when restrictive visitation policies are enacted.

6. **Evolving Customer Expectations**
The ability to satisfy and anticipate evolving customer needs continues to be a significant priority. Specifically, customers are increasingly sophisticated in their use of technology.

The Importance of the Hospitality Sector

- The number of Bahrainis working in the hospitality industry has increased by around four per cent in the last eight months. Latest figures show that 1,901 Bahrainis were employed in hotels last year, which has increased to 1,978 of a total of 11,943 so far in 2014.
- With the development of the technologies and the whole business environment, employees are requested to be more skilled and qualified. Even if you are a good rated employee today, you could be out of the line some other day if you do not keep studying. A company needs organized staff training if wants to be competitive among others. Hospitality training will not only increase the efficiency of staff working in the industry but will also increase the income generated through the sector through tourism.
- The hospitality industry can provide services in different ways. This sector is the focal point in countries where tourism is one of the major export industry, for e.g, Bahrain. Cross border flow of

business people and capitals has flourished due to the hospitality industry. It is also the main source of foreign currency exchange and largest employers to employ the workforce. Hospitality brings the different cultures together in global community. Therefore the hospitality is a not concept but it is a driving force in the global market.

- Hotel developments are important for the new opportunities of jobs and stimulate the local economies. Generally hotels provide the two types of the services:
- Accommodation and (II) Dining Services (III) Other ancillary departments, e.g. Accounts, Sales & Marketing, HR, Engineering and Security.
- Customers of this industry include the foreign visitors, business and leisure travelers, and domestic households and institutional buyers. In the past five years visitors have been growing at the annual rate of 9%. Hotels are the main and popular source of accommodations for more than 50% of foreign visitors. Due to increased demand of accommodations the every segment of the hotel industry has been steady expanded. It is estimated that hotel sector will be grown to 20000 jobs by 2020 in Bahrain. While it is estimated that hospitality economy will be grown to 2.8 million jobs in 2015 in UK.
- To conclude, the hospitality industry is major service sector in the world economy. The industry encompass an extensive variety of service industries that include food service, tourism and hotels. It also includes tourism support commercial activities like airline cabin staff and travel agents. Travel technology like applied information technology (IT) and its workers in hospitality, travel and tourism are included in the hospitality sector.

The Future of the Hospitality Sector

- International tourism and travel grew by

more than 6 percent in the first half of 2007, thanks in part to global prosperity. By 2020, international tourist arrivals are expected to reach 1.6 billion annually, up from 842 million in 2006. By 2020, according to the World Trade Organization, Travel seems will be in the DNA of the middle and upper economic classes. This trend will continue so long as national economies continue to generate new prosperity for the formerly poor. Travel will grow by at least 5 percent per year for the foreseeable future.

- The tourism industry will create 3.3 million new jobs worldwide. Jobs dependent on tourism will comprise nearly 14 percent of the global workforce. Direct employment will not grow quite as quickly, but it will be up 1.7 percent annually, to nearly 87.5 million jobs, while indirect employment will account for some 260 million jobs around the world. This will bring major opportunities for national economies in the region.
- Internationally, expect the most immediate growth to appear in the Middle East, where travelers will visit neighboring countries and, to a lesser extent, Europe. The cruise segment is expected to grow at approximately the same rate as the travel market at large.
- Travel is said to broaden the mind. It surely broadens palates. Over the next 20 years, trend is itself the result of other trends: the world's growing prosperity, the continuing health of seniors well into old age, and others all are building a world of habitual travelers, both for business and for pleasure. As a result, all parts of the travel and hospitality industry are growing rapidly. Built as it is on such a firm foundation, this trend suggests that all segments of the hospitality and travel industry will continue to expand well into the future.
- Keeping this growing trend in mind, the future looks bright for recruitment and

hiring of new employees in the hospitality sector. Booming tourism industry implies growing of employment and recruitment in the sector.

The Quality of Current University Graduates

Issues that as an employer that you face regarding recent graduates

Many people mistakenly believe that it is preferable to hire young fresh graduates over their more seasoned colleagues. They believe recent graduates are more energetic and are more likely to bring fresh ideas to the table. While fresh university graduates bring a number of benefits to the table, there are also some disadvantages to hiring them.

1. Skill set

University fresh workers can sometimes harness their energy to propel the organization forward; however, they usually lack both the professional and life experience needed to make a positive change. Experienced workers have this experience and are often unappreciated assets for many businesses.

2. Technical competencies

University graduates often struggle to move forward in a consistent direction. They constantly change their minds and are unable to move the business forward in a consistent direction. Experienced people on the other hand have consistency. A company who rather hire an employee who understands what he or she needs to do and follows through with their promises.

3. Subject knowledge

Most current university graduates do not have the necessary subject knowledge in the field that they work. Either they have too little knowledge which can be detrimental or they do not have the right expertise for the job to be carried.

4. Work ethic and attitude Another problem of hiring young people is that many of them don't want to do the ground work. People who come from a business school or are chartered accountants

they all want to straightaway go into fancy jobs, For e.g.: students who have studied human resources in business school don't want to work at the factory, they want their first job to be in organizational design.

5. Hospitality not a Preferred Choice Most university graduates prefer other industries like banking, finance, telecommunications, government and oil sector and Hospitality is least preferred due to long and stretched working hours, lower pay & benefits and the social-cultural.

Professional Certification

Certification Career Path

	Front Office	Revenue Management	Food & Beverage	Housekeeping	Maintenance	Security	Human Resources	Sales
Executive Department Head Managerial Supervisor Line Specialty	CHA Certified Hotel Administrator							
	CRDE Certified Rooms Division Executive		CFBE Certified Food and Beverage Executive	CHHE Certified Hospitality Housekeeping Executive	CHFE Certified Hospitality Facilities Executive	CLSD Certified Lodging Security Director	CHT Certified Hospitality Trainer	
		CHRM Certified Hospitality Revenue Manager						CHSP Certified Hospitality Sales Professional
	CHS Certified Hospitality Supervisor					CLSS Certified Lodging Security Supervisor	CHDT Certified Hospitality Department Trainer	
	Certified Front Desk Representative		Certified Restaurant Server	Certified Guestroom Attendant	Certified Maintenance Employee	Certified Lodging Security Officer		
	CGSP Certified Guest Service Professional							
	CMHS Certified Master Hotel Supplier	CHE Certified Hospitality Educator	CHI Certified Hospitality Instructor	CSS Certified Spa Supervisor	CHTMP Certified Hospitality & Tourism Management Professional	CHIA Certification in Hotel Industry Analytics		

Skills and Proficiency levels Required of Graduates

- In the hospitality sector the technical and soft skills are often the focus for training and education for new graduates to start a successful hospitality career. Technical service skills include operational, procedures and responsibilities in job duties and descriptions. They consist of the established systems and processes to deliver services and amenities to guests. For example, systems used to take reservations, procedures followed for check-in a guest, the processes followed to maintain the property, the workflow of preparing for a banquet, and the like. Hard skills focus on the systems, tools and methods used to deliver your products and services to guests.
- For instance, front desk agents may have outstanding hard skills; they can manage check-ins and outs, obtain customer payment data and assign rooms. They may be able to multi-task phone calls and guest inquiries so there is not much wait time. They may have good job knowledge and be able to handle several job duties leading to smoother operations.
- But if they seem rushed while doing those check-ins, if they seem more focused on getting the service done versus making a service connection while doing it, and if they seem indifferent or insincere, their excellent hard skills are diminished and may result in a less than excellent guest experience and/or a poor review.
- Soft skills are the behaviors which directly impact guest impressions and feelings. These behaviors have the opportunity to cause positive, negative or indifferent reactions. These behaviors include communication styles, both verbal and non-verbal, attitudes, teamwork, awareness, authenticity, empathy and even

leadership amongst others. Soft skills showcase the personal side of service and how team members use their attitudes, behaviors and verbal skills to interact with guests. The personal dimensions of service are the way employees greet guests, the manner in which they listen to their needs and requests.

- Both the skills – the technical and soft skills are equally important for fresh graduates planning on starting a career in the hospitality industry.

Career Opportunities Within The Sector

- Hospitality industry is a major service sector in world economy. It encompasses an extensive variety of service industries including food service, tourism and hotels. The several billion dollar industry mostly depends upon the availability of leisure time and disposable income. A hospitality sector like restaurant, hotel, or even an amusement park consists of different departments such as facility maintenance, direct operations (servers, housekeepers, porters, kitchen workers, bartenders, etc.), management, marketing, and human resources.
- The industry can be divided into parts entertainment areas like lounges and clubs and bars, and accommodation. Accommodation takes the form of public houses, resorts, inn, campgrounds, hotels, hostels, serviced apartments and motels. The category of clubs and bars include restaurants, fast foods, and nightclubs. The hospitality industry also includes tourism support commercial activities such as airline cabin staff and travel agents.
- Hospitality industry involves large number of hospitality recruitment. Both white collar and blue collar workers find a gainful hospitality recruitment opportunity. The hospitality industry jobs demands candidates with a positive approach towards their specific sector and full conviction in their profile.

- Some graduates choose postgraduate study in order to specialize in a particular hospitality-related function, such as hospitality management, events management or human resources (HR). Some postgraduate courses, e.g. international hospitality management, involve a year's work placement as part of the course.
- Before progressing to postgraduate study, one needs to research and consider the benefits to employers, as well as his/her own long-term career goals, of qualifications as compared with experience.

Recommended Training for Current Students

- Hospitality management is a very diverse career field that includes the restaurant, hotel, event planning, travel, entertainment and tourism industries. Managerial positions within the field require individuals who are flexible and organized. On-the-job experience and formal training in hospitality management provide candidates with a solid foundation to enter the job market immediately with the best employment options.
- Hospitality training or internship is vital for individuals who would like to expand their careers in hospitality industry. Hospitality training can include certificate, associate degree, bachelor's or master's programs. Formal education similarly in the field provides a comprehensive education and practical field experiences that prepare students for management opportunities within the many hospitality and tourism industries.
- Due to the wide array of employment opportunities within the hospitality industry, job experience varies greatly depending on the desired level of employment. Graduates of hospitality management programs typically have some work experience gained through built-in college internships. Attending hospitality related seminars are also advantageous for students pursuing a career in the hospitality industry.

Final Key Messages

- The Hospitality sector is highly successful. It makes a significant contribution to the economy and enjoys World class status, which needs to be sustained. It is projected to grow and evolve rapidly over the next decade.
- Partly because of this enjoyed success several challenges exist which threaten the sector's performance:
 - The quantity of graduates joining
 - The hotel and tourism industry
 - The quality of graduates in the hospitality sector
 - The lack of investment in the hospitality workforce.
- Examples exist of where these challenges are being tackled successfully through employer and HEC -led skills solutions. If the sector is to realise its potential this action must be scaled-up and Schools and Universities must play a greater role in developing the skills that employers need from graduates.
- The HEC is to seek collaboration with the existing established hotels and restaurants chains in the Island to address the potential opportunities and challenges.

PR & MEDIA

Key Skills Challenges

Lack of skills required for the industry:

- Lack of soft skills related to communication, media relations, business writing, client management, people management.
- Lack of multi-skilled applicants who understand different technology platforms particularly around social and digital media.
- Work ethic is often a problem as the industry does not work to normal working hours.
- Poor command of written and spoken English and Arabic.

Lack of awareness around careers in Media:

- There is a visible lack of awareness amongst Bahraini youth around careers offered in Media across segments; thus creating a need for campaigns to build such awareness at University level

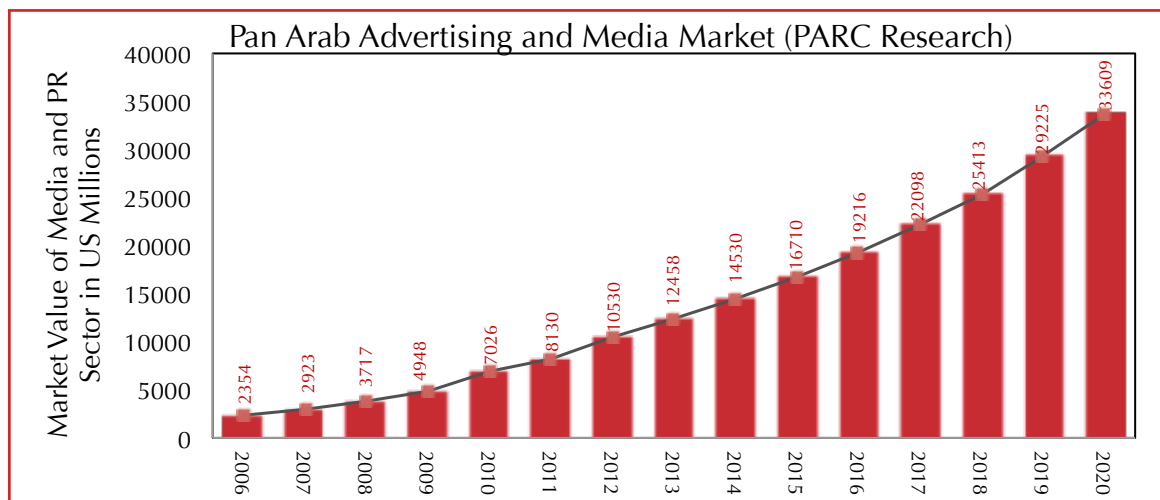
Lack of skilled Media professionals in Bahrain in high value add jobs:

- There is a dire mismatch in terms of availability and supply of trained media professional in Bahrain relative to demand potentials
- Various segments of the media industry offer strong absorptive potential for high value add / skilled jobs

The Importance of PR and Media Sector

PR and media sector plays an important role in the socio-economic development of the Kingdom of Bahrain.

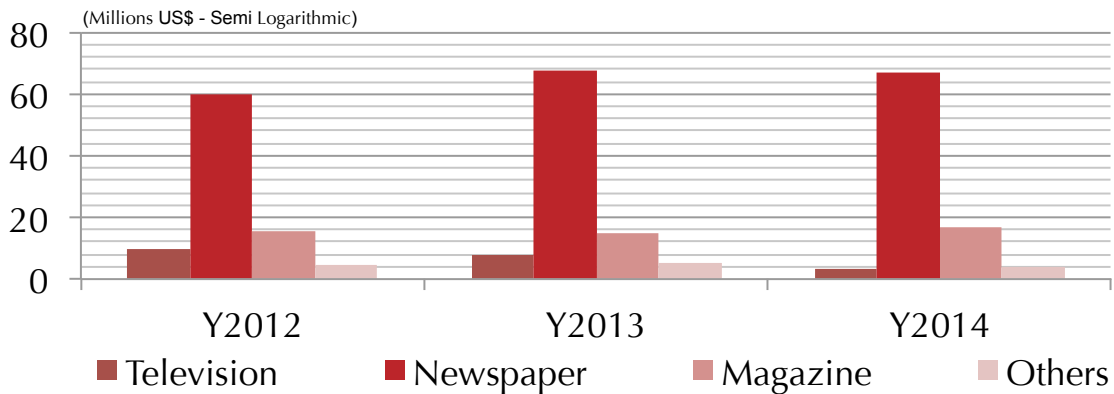
- New technologies have revolutionised how we create and consume information, cumulating in a media relations environment that reflects the wholesale integration of traditional and social media. This information, has in turn, driven a radical transformation of global media.
- News and information streams around the clock, instantly and easily accessible



The Media market in Pan Arab is expected to increase in value with a steady 15% marginal increment per annum. It is considered a rapidly grown market.

Bahrain Media market growth suffered a huge drop in 2008 during the economical recession, however, certain sub sectors are expected to grow in the upcoming years.

Bahrain Annual Growth & Media Split Y2012 - Y2014



- The Growth of Bahrain Media market value stayed almost stable.
- Newspapers are still the dominant split in Bahrain in the media market of the upcoming years.
- Many sectors are expected to grow in the net 5 years including outdoor, online media, & TV.

through platforms and devices unheard of only a few years ago. This has created numerous opportunities for voices to join the conversation and impact public perception and corporate reputation.

- There is strong prevalent market growth potential especially on the back of convergence between the internet and TV.
- There is high potential to generate value add jobs in front line as well as post production e.g. editing, lighting, sound engineering, transcription, copywriting, animation etc.

The Future of PR and Media Sector

- With the convergence between movie, television and music content with the internet as well as mobile; broadband penetration, mobile penetration and growth of these segments become important drivers for media proliferation.
- Global Trends indicate potential of outdoor media (including billboards, outdoor signage) has been capturing share of advertising from television, radio, and newspaper. Bahrain (similar

to the region) is expected to mirror the same trend primarily on the back of outdoor media offering a relatively cost effective format coupled with the growth in outdoor digital technology

- In the Internet segment, there are multiple growth drivers in place reflecting further penetration potential of high end web-related services including dynamic website development & hosting,
- There is potential for increase in play within the magazine publishing segment (import substitution) as the needs of Bahraini readership especially within the leisure, entertainment, sports and fashion publication segments are met by UAE circulations entering Bahrain
- Tamkeen conducted a market survey to understand current and future labor market requirements for creative media professions in Bahrain.

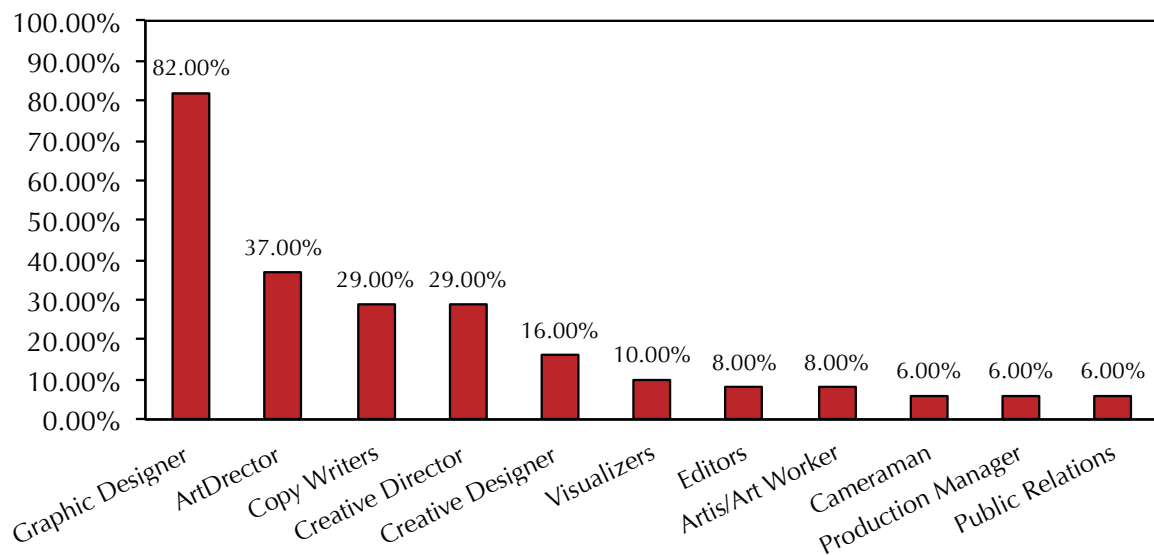
The aim of the study is to help the Labor Fund establish appropriate training programs which are in line with the requirements of key stakeholders in the private sector and aims at optimal labor market enhancement and development. Key information require-

ments included the following:

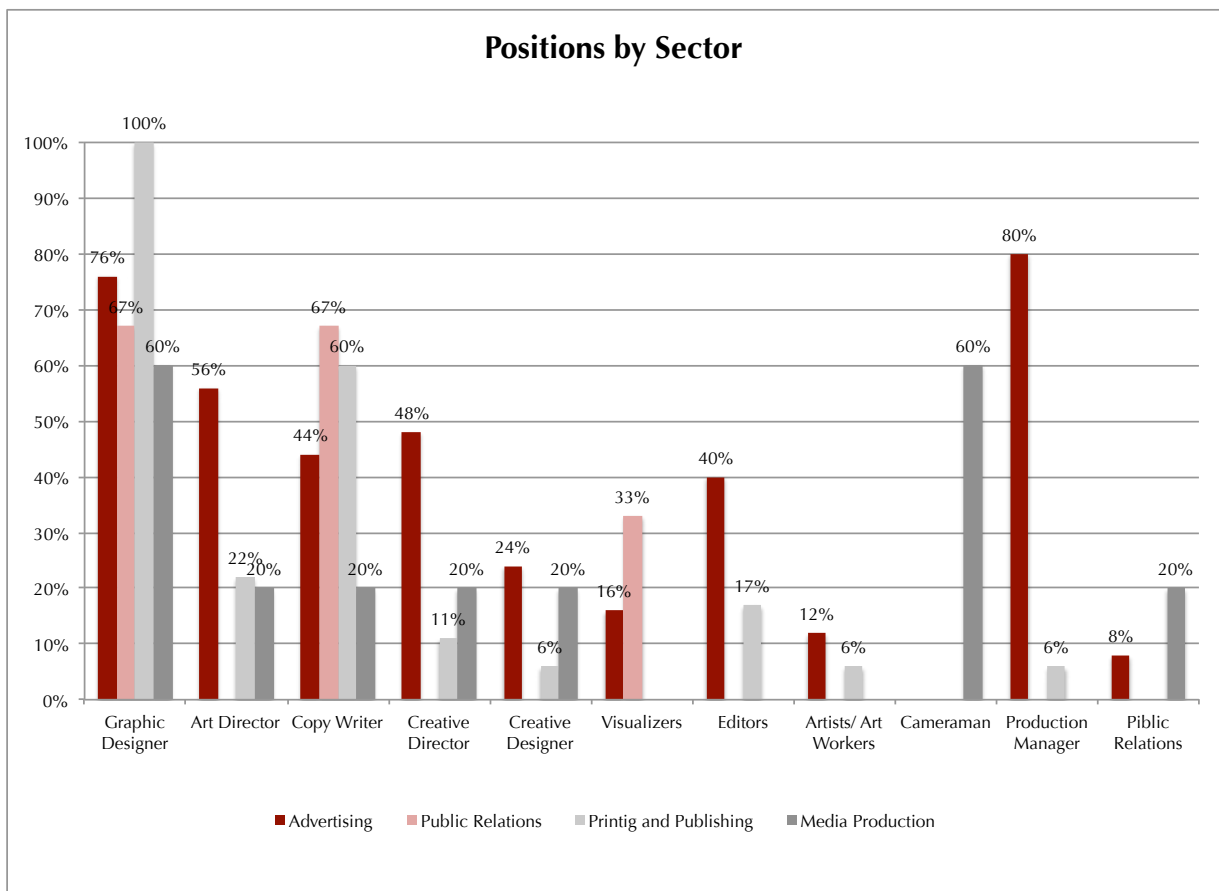
- Identify skills sets for staff in prevalent creative positions.
- Awareness for availability of training institutions and courses relevant to these occupations.
- Evaluate future employment opportunities for these occupations.
- Suggestions in order to help make employability of Bahraini workers in these positions more attractive.
- A total of 51 interviews were conducted

with advertising agencies, public relation companies, printing and publishing houses and media production companies.

Creative Positions



- The above charts illustrates the positions available in the surveyed companies, surveys results shows that most of the companies had a graphic designer role in position.
- Other Positions mentions included / 3D Animator / Finalize/ Web Developer/Interactive Designer / Arabic Copywriters/Arabic Translators/ MAC Operator I/T Programmer/Image Editor/ Photographer



This chart represent a % of how many companies (from the same sector) said they had a certain position in place.

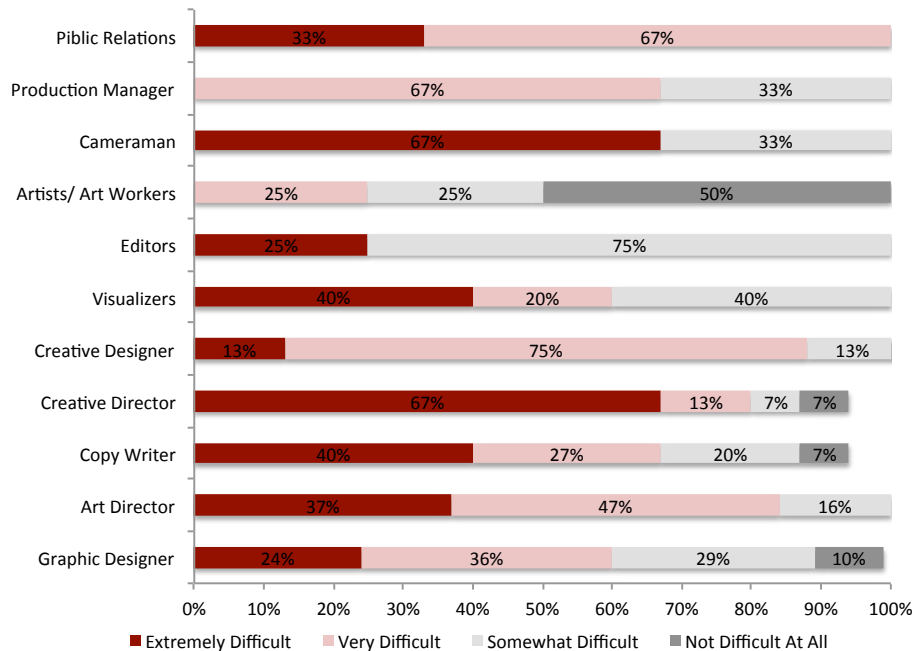
Graphic Designer is the more widespread creative position found in all media sectors followed by Art Directors, Copywriters and Creative Directors. These positions therefore offer the greatest opportunity for Bahrainis to enter into the media sector.

Required Skills Sets

Skill Set / Position	Educational Qualifications	IT Skills	Other Skills
Graphic Designer	Graphic Designing / Art	Photoshop/ Illustrator/ Microsoft Office	English Language/ Team Work
Art Director	Graphic Designing / Art	Photoshop/ Illustrator/ Mac Operations	English Language/ Team Work
Copy Writer	Bachelor in Mass Comm. & Journalism	Microsoft Office/ Mac Operations	English Language/ Artistic Skills
Creative Director	Graphic Designing / Art	Photoshop/ Illustrator/ Mac Operations	Leadership/ Attitude/ Team work/ English
Creative Designer	Graphic Designing / Art	Photoshop/ Illustrator/ Mac Operations	English Language. Communication
Visualizers	Bachelor in Arts	Photoshop/ Illustrator/ Mac Operations/Microsoft Office	Commitment/ English/ Artistic Skills
Editors	Bachelor in Arts	Photoshop/ Illustrator/ Microsoft Office	Communication/ English/ Team Work
Artists/ Art Workers	Bachelor in Mass Comm. & Journalism Graphic Design	Photoshop	English/ Artistic Skills
Cameraman	Diploma/ Arts / Graphic Design	Photoshop/ Illustrator/ Mac Operations/Microsoft Office	English/ Artistic Skills
Production Manager	Arts / Diploma	Photoshop/ Illustrator/ Mac Operations/Microsoft Office	Project Management/ Industry Knowledge/ Team Work
Public Relations	Bachelor in Mass Comm. & Journalism	Photoshop/ Illustrator/ Microsoft Office	Communication/ Arabic/ English

- Respondents were asked to indicate the formal educational qualifications, IT skills and Other skills that staff in creative positions at their company possessed. The table above summarizes the findings by presenting the more prevalently mentioned qualifications and skills as mentioned by the agency head/HR head at these companies

Finding Suitable Bahrainis



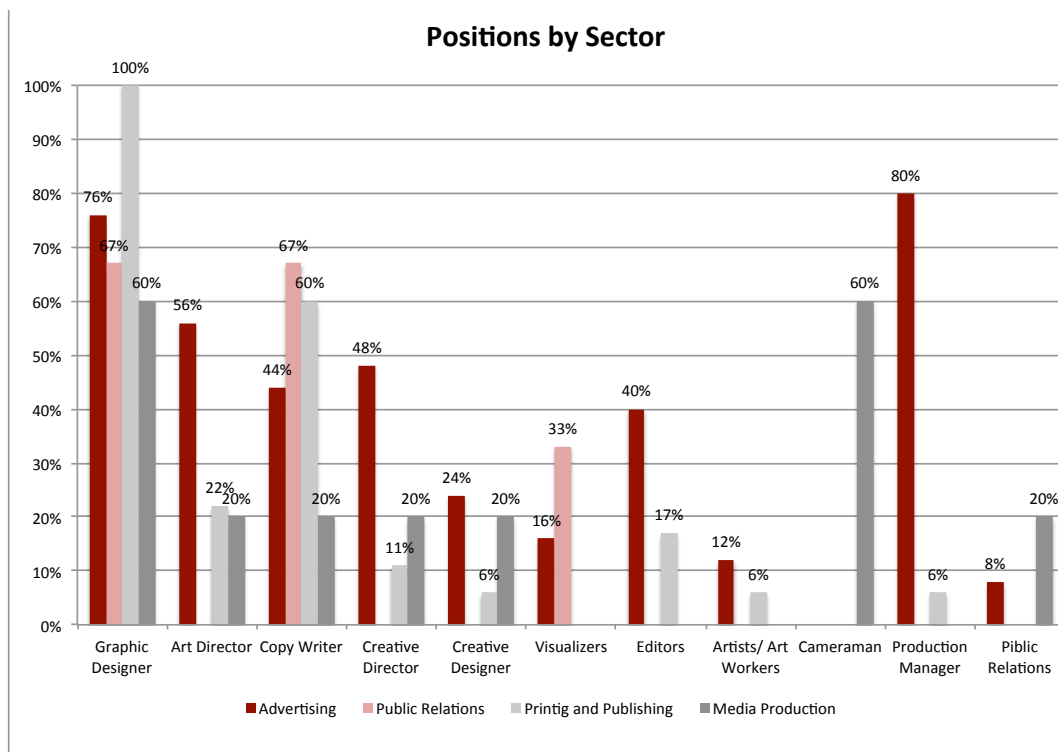
- The majority of the surveyed companies mention that it is extremely difficult to find suitable Bahrainis for creative positions. Public Relations, Creative Directors, Creative Designers, Art Directors, Copy Writers top the list of difficult to recruit positions. In contrast, companies claim it is relatively easier to recruit locals in artist positions.

Positions	Main Reasons
Graphic Designer	Lack relevant training in Arts/ Poor English language skills
Art Director	Don't stick long with a job/ Lack relevant training in Arts/ Lack creative talents
Copy Writers	Poor English language skills/ Lack creative talents
Creative Director	Poor English language skills/ Lack creative talents
Creative Designer	Don't stick long with a job/ Lack relevant training in Arts/ Lack creative talents
Visualizer	High salary expectations/ Work timings not preferred
Editors	High salary expectations/ Work timings not preferred
Artist / Art Worker	Lack creative talents/ Lack relevant training in Arts
Cameraman	High salary expectations/ Not able to keep up the latest changes in technology
Production Manager	Not willing to work hard to tight deadlines/ Impatient to move to a managerial position
Public Relation	High salary expectations/ Impatient to move to a managerial position

Skills and Proficiency Levels Required of Graduates

The main reasons mentioned by companies for finding it difficult to recruit suitable Bahrainis include:

- Salary expectations.
- Impatience to move ahead in career.
- Lack of training.
- Poor language and creativity skills.
- Communication skills and presentation skills are weak.
- Writing skills are weak.
- Attitude to work is laid back.
- Lack of experience and knowledge of the industry.
- Inability to work across multi cultural teams.
- Poor research skills and understanding of methodology.
- Good communication and language skills (English and Arabic)
- Business Writing/Presentation skills
- Good team player
- Work under supervision
- Able to work under pressure
- Efficient time management skills
- Proficiency in computer software programs
- Understanding digital and mobile technology platforms
- Interact and work more with Expatriates.
- Need to be trained to work in MAC environment and on other design software.
- Improve aptitude for creative job. This



Employers indicate that Graphic Designer positions are likely to be most in demand and requirement for this position has been mentioned across all media sub-sectors and especially Printing & Publishing and Public Relations. Other prime positions in demand include Copy Writers mainly in demand by PR and advertising companies.

- should start right from school and their talents should be nurtured through appropriate training in order to develop their skills in a more disciplined manner.
- Stay long time with a company, take challenges, and show patience and passion about media and creativity.

Career Opportunities within the Sector

Though there is a supply of fresh graduates, candidates with the required skills and calibre are few. Graduates go through an internship programme and are gradually absorbed into the workforce.

As technology spreads throughout the Middle East, there will continue to be changes in the media landscape. It is expected that career opportunities will grow in the following:

- TV. Satellite will remain the dominant platform creating opportunities for those with good PR and media training
- Newspapers and print continue to be prominent
- Increased demand for online media and mobile technologies

Employers have also mentioned some other positions that might be in demand in the upcoming years which are :

- Web Developers
- Cameraman
- Visualizers
- Photographer
- 3D Animators
- Public Relation Officers
- Multimedia Designers
- MAC Operator
- Video Editor
- Production Manager

Professional Certification

- Recommended Certifications are :
- Degree in Fine Arts for Graphic Design (BFA or MFA)
- Chartered Institute of Marketing
- Degree in Advertising and Marketing
- Proficient in Adobe, Illustrator, Mac etc

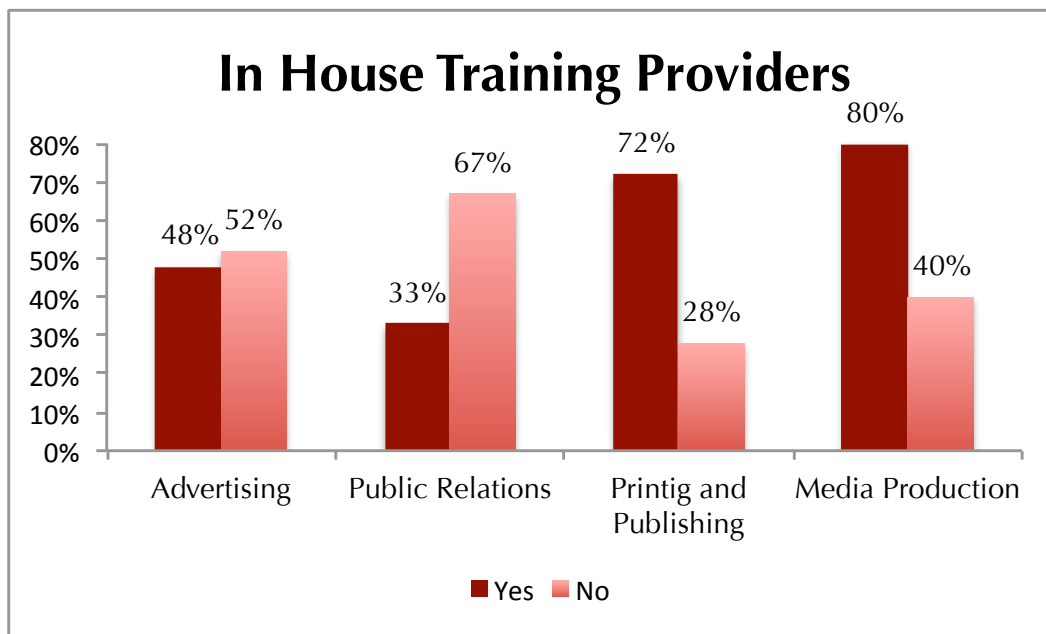
- IT- IT Solutions, Web Design
- Degree in Mass Media
- Degree in Journalism
- Accreditation in Public Relation (APR)
- Creative Writing Certificate
- Certified Advertising Specialist (CAS)
- Adobe Photoshop Certification
- Critical and Creative Thinking Certificate

Recommended Training for Current Students

- Internship programme with companies will give them an insight into the operations of the industry and enable them to make the right choice
- Courses/Workshops: to enhance their knowledge and skills about the industry

Other training:

- Adobe training services
- Creative thinking training
- Writing for advertising training
- Art Direction for digital training
- Social Media and online PR training



57% of the surveyed media sector companies – especially in the Printing and Publishing and Media Production sub-sector – claim to offer in-house training for their staff.

Final Key Messages

- The PR and media sector is more vital than ever before, given the explosion of consumer engagement through new and social media and the evolving needs and concerns of corporations. The sector base is widening and new technologies are being merged into it, which requires an updated educational system to cope up with its advancement.
- More and better skilled graduates are required to keep pace with demand and the evolving nature of the industry brought about by technology by enrolling in world wide recognized certification agencies and gaining the skills required to be up to date with the industry requirements.
- Government should have open sessions in universities for creative professions.
- Specialized training institutes have to be opened for teaching creative skills and to impart more of practical skills.
- Collaboration between the companies representing the sector and the government to enhance awareness to students about the sector and employability requirements.
- Institutions and universities need to uplift their curriculum to a world wide standard, and develop training programs as part of the curriculum to simulate the working environment to students.

The Higher Education Council would like to express its thanks and appreciation to the following for their contribution



Project Director
Cameron Mirza
HEC Head of Projects
E: cameron.mirza@moe.gov.bh



Project Director
Aysha Murad
HEC Chief Scientific Research Development
E: aisham@moe.gov.bh

National Higher Education Skills and Innovation Steering Committee

Name	Organization	Position
Mr. Osama Al Khajah	Ibtikar Association	President
Mr. Adnan Al Mahmood	GPIC	Information Technology and Knowledge Manager
Mr. Mohammed Al Qaed	eGovernment Authority	CEO
Mr. Nabeel Al Mahmood	Bahrain Chamber of Commerce & Industry	CEO
Dr. Dawood Nassif	Nogaholding	Advisor
Mr. Essa Al Jowder	Ernst & Young	Managing partner of the Bahrain office.
Engr. Abdul Majeed Al Qassab	Engineering Practices Regulatory Committee	Head
Dr. Raed Mohammed Bin Shams	BIPA	Director General
Mrs. Amal Ishaq Al kooheji	Tamkeen	Vice President/Human Capital Development
Engr. Masoud Al Hermi	Bahrain Society of Engineers	President
Shaikh Abdulla Bin Abdulrahman Al Khalifa	LMRA	Director/Information management & Quality Assurance
Mr. Ahmed Yousif Abdul Rahim	Civil Service Bureau (CSB)	Human resources development director-general
Dr. Bahaa Eldin Fateha	The National Health Regulatory Authority (NHRA)	CEO
Dr. Ebrahim Mattar	University of Bahrain	Associate Professor
Shaikh Daij bin Mohammed Al Khalifa	ASRY	Human Resources Manager
Mr. Thamer Al Muqla	Managing Director	Gulf Marcom
Dr. Omar Al-Ubaydli	Director for International and Geo-Political Studies	Bahrain Centre for Strategic, International and Energy Studies (DERASAT)
Mr. Abdul Rahman Al Sindi	Chair	Specific Council for Training/ICT
Engr. Abdul Jabbar Abdul Jabbar	Chief Executive president	Arabian Advanced Systems "Naseej"-audi Arabia
Dr. Akbar Jaffari	CEO	JAFCON
Dr. Ebrahim Al Hashemi	Consultant/Member	Higher Education Council
Dr. Jarmo Kotilaine	Chief Economist	Economic Development Board
Mr. Thamer Al Muqla	Managing Director	Gulf Marcom
Dr. Omar Al-Ubaydli	Director for International and Geo-Political Studies	Bahrain Centre for Strategic, International and Energy Studies (DERASAT)

Financial Sector Skills Task Force

Name	Organization	Position
Mr. Osama AlKhaja	Ebtikar Association	Chairman
Mr. Khalid Saad	Economic Development Board	Acting Manger
Mr. Khalid Hamad	Central Bank of Bahrain	Chief Executive Officer
Dr. Ahmed Al-Shaikh	BIBF	Deputy Director
Dr. Ali Adnan Ibrahim	Al Baraka Banking Group	Vice President
Mr. Mazin Manna	Citibank	Chief Executive Officer
Dr. Waheed Al Qassim	The Bahrain Association of Banks (BAB)	Chief Executive Officer
Ms. Samia Saleh	Bahrain National Holding Group	Head of HR

ICT Sector Skills Task Force

Name	Organization	Position
Mrs. Maha AlBanki	ICT Specific Council	Executive Director
Dr. Abdulla Al Thawadi	COM TECH	Chief Executive of the Business and Professional Affairs
Dr. Khaled AlMotawah	e-Government Authority	Director of Institutional Systems Administration and Information Technology
Mr. Ahmed Jaber Aldoseri	CIO	Information Security Consultant
Mr. Ameer Yousif	Open Inside Co.	Chief Executive Officer
Mr. Samer Chidiac	Quick Refresh (QF5)	Chief Executive Officer

Health Care Sector Skills Task Force

Name	Organization	Position
Mrs. Sawsan Abdulkarim	Bahrain Economic Development Board	Project Manager
Professor Davinder Sandhu	RCSI	Head of Postgraduate Studies and Research
Dr. Cristina Skrypnik	Al-Jawhira Centre for Molecular Medicine	Consultant Medical Geneticist Cytogenetic Unit in Charge
Dr. Reginald P.Sequeira	AGU	Professor & Chair Department of Pharmacology & Therapeutics
Dr. Shawqi Ameen	U TALK	Managing Director
Dr. Aneesa Alsinidi	UOB	Dean of College of Health Sciences
Prof. Abdulaziz Elamin Mohamed	AGU	Chairperson Department of Pediatrics
Dr. Ebtisam A Dallal	Al Kindi Specialized Hospital	Consultant Periodontist, CEO
Dr. Mohammad Amin Al-Awadhi	MOH	Assistant Undersecretary for Training & Planning
Mrs. Suhaila Abdulla Taqi		Sr. Nurse Instructor, Secondary Care, Nursing Continuing Education, Directorate of Training
Brig.Dr. Abdulla Hassan Darwish	BDF	Director of Training & Development Consultant Pathologist & Head of Pathology Dept.

Health Care Sector Contributors

Name	Organization
Dr. Cristina Skrypnyk	Al Jawhra Centre for Molecular Medicine
Dr. Ebtisam A Dallal	Al Kindi Specialized Hospital
Brig. Dr. Abdulla Hassan Darwish	BDF Hospital
Dr. Aneesa Alsinidi	College of Health Sciences - UOB
Ms. Layla Abbas Aziz	Ministry of Health
Dr. Mohammad Amin Al - Awadhi	Ministry of Health
Ms. Suhaila Abdulla Taqi	Ministry of Health
Dr. Bahaa Fateha	NHRA
Prof. Davinder Sandhu	RCSI
Dr. Sami Gouda	The International Hospital of Bahrain
Dr. Shaheen Naseeb	The International Hospital of Bahrain
Dr. Shawqi Ameen	U Talk

Digital Economy Contributors

Name	Organization
Mr. Ahmed Jaber Aldoseri	CIO
Dr. Abdulla Al Thawadi	COM TECH
Mr. Mohammed Ali Al Qaed	eGovernment Authority
Dr. Khaled Al Motawah	eGovernment Authority
Mr. Mohammed Jassim Sayyar	eGovernment Authority
Dr. Zakareya Ahmad Al Khaja	eGovernment Authority
Mr. Mahmood Hamad Almansoori	eGovernment Authority
Mr. Rashid A. Al- Snan	Etisalcom AFNO
Ms. Maha Al Banki	ICT Specific Council
Ms. Deema Ahmed	ICT Specific Council
Mr. Ameer Yousif	Open Inside Co
Mr. Samer Chidiac	Quick Refresh (QF5)
Ms. Samya Hussein	Zain

Oil & Gas Contributors

Name	Organization
Dr. Peter Bartlett	BAPCO
Ms. Latifa Fakhro	BAPCO
Mr. John Harrower	BAPCO
Ms. Bernadette Lobo	BAPCO
Mr. Peter Conway	BAPCO
Mr. Mohammed Hussain	BAPCO
Mr. Nooruddin Nooruddin	BAFCO
Mr. Husain Shehab	BAFCO
Dr. Abdulrahman Jawahery	GPIC
Mr. Adnan Al Mahmood	GPIC
Dr. Dawood Nasseef	Nogaholding
Ms. Mona Abdulla	Nogaholding

Training & Education Contributors

Name	Organization
Mr. Muhammad Mashood	Al Noor International School
Dr. Reginald P. Sequeira	Arabian Gulf University
Prof. Abdulaziz Elamin Mohammed	Arabian Gulf University
Dr. Peter Nanos	Bahrain Bayan School
Dr. Peter Duckett	Bahrain Bayan School
Mr. Ahmed Touati	Bahrain Bayan School
Dr. Kamal Abdel Noor	Ibn Khuldoon National School
Ms. Sameera Zubari	Ibn Khuldoon National School
Mr. V R Palaniswamy	Indian School
Ms. Ravina Gandhi	Indian School
	Alwaisam International School

Manufacturing & Construction Contributors

Name	Organization
Mr. Tim Murray	ALBA
Mr. Sibabroto Sinha	ALBA
Ms. Safa Mohd A. Aziz	ALBA
Mr. A Rahman Moh'd Janahi	ALBA
Mr. Hussain Radhi	Almoayyed Contracting Group
Dr. Yves El Mallat	Arabian Sugar Company B.S.C. ©
Mr. Makki Al Zainaldin	Arabian Sugar Company B.S.C. ©
Mr. Jassim Salman	Arabian Sugar Company B.S.C. ©
Ms. Jenan Almahdi	Arabian Sugar Company B.S.C. ©
Sh. Duaij Bin Mohammed Al Khalifa	ASRY
Engr. Nabeel Khonji	ASRY
Ms. Victoria Hermina D'Costa	ASRY
Mr. Ali Mirza	Haji Hasan Group
Mr. Emad Al Moayad	National Institute for Industrial Training
Mr. Phil Mathias	National Institute for Industrial Training
Mr. Khaled Younes	National Institute for Industrial Training
Mr. Ali Noory	National Institute for Industrial Training
Mr. A Hassan Ismail	Special Council of Construction
Mr. Majeed Abdulla	Special Council of Construction
Mr. Jaffer Abdulla	Specific Council for Manufacturing
Mr. Khalifa Al Saad	TERNA
	Nass
	Dadabhai
	Mohammed Jalal & Sons

Creative & Service Contributors

Name	Organization
Mr. Hameed Al Halwachi	Al Safir Hotel & Tower
Mr. Nigel Viegas	Bahrain Institute of Hospitality & Retail
Ms. Badriya Rahimi	BGAA
Ms. Riswana Shefeeh	BGAA
Mr. Ebrahim Al Kooheji	Crowne Plaza Hotel
Mr. Hareesh Shukla	Dun & Bradstreet South Asia Middle East Ltd.
Mr. Aby Sam Thomas	Entrepreneur Middle East
Mr. Thamer Al Muqla	Gulf Marcom
Ms. Sareeta Fernandes	Gulf Marcom
Mr. Mohamed Sanad	Intercontinental Regency Hotel
Dr. Akbar Jafari	JAFCON
Mr. Jalal Majeed	JAFCON
Mr. Ahmed Al Naqi	JAFCON
Engr. Ebrahim Radhi	JAFCON
Ms. Liz O'Reilly	Red House Marketing
Mr. Ibrahim Mustafa Alkhooji	Specific Council for Hospitality
Mr. Ali Sulaibeek	Specific Council for Hospitality
Ms. Safeya Shehab	Specific Council for Retail
	Al Rashed Group
	Al Jazira
	Jawad
	Al Futtaim Sons

Financial Services – Auditing & Accounting Contributors

Name	Organization
Dr. Jarmo Kotilaine	Economic Development Board
Ms. Sawsan Abdulkarim	Economic Development Board
Mr. Khaled Saad	Economic Development Board
Mr. Isa Al Jowder	Ernst & Young
Ms. Sara Ebrahim	Ernst & Young
Mr. Sunil Thakkar	Grant Thornton Abdulaal
Mr. Jamal Dar	Price Waterhouse Cooper (PwC)
Mr. Mudassir Zubair	Price Waterhouse Cooper (PwC)

Financial Services – Insurance Contributors

Name	Organization
Ms. Feetoooh Al Zayabi	Independent Insurance Advisor
Mr. Younis Jamal	Takaful
Mr. Nader Mandeel	Takaful
Mr. Salah Al Awadi	Takaful
Mr. Yahya Nooruddin	The Bahrain Insurance Association (BIA)
Ms. Sara Abu Al-Fateh	The Bahrain Insurance Association (BIA)
Ms. Musheera	The Bahrain Insurance Association (BIA)

Financial Services – Banking & Finance Contributors

Name	Organization
Dr. Ali Adnan Ibrahim	Al Baraka Banking Group
Ms. Samia Saleh	Bahrain National Holding Group
Ms. Solveig Nicholas	BIBF
Dr. Ahmed Al Shaikh	BIBF
Governor Rasheed Mehraj	Central Bank of Bahrain
Mr. Khalid Hamad	Central Bank of Bahrain
Dr. Huda Al Maskati	Central Bank of Bahrain
Mr. Hussain Shaheen	Central Bank of Bahrain
Mr. Mazin Manna	Citibank
Mr. Murad Ali Murad	Human Resources Development Fund
Mr. Osama Al Khaja	Ibtikaar Association / Kuwait Finance House
Dr. Waheed Al Qassim	The Bahrain Association of Banks
Mr. Bob Ainey	The Bahrain Association of Banks





Design and Layout by:



Tel: +973 17580632 | Email: info@eclatbahrain.com | PO.Box: 18382 Kingdom of Bahrain

