

FURSAH BUSINESS ANALYSIS

AI-Powered Workforce Readiness Platform

Abstract

A business analysis of Fursah, an evidence-based workforce readiness platform designed to connect student capabilities, employer demand, and university decision-making through transparent assessment, governed AI assistance, and workforce intelligence.

AI Readiness Hackathon 2026

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Executive Summary

Fursah tackles the education-employment divide by bringing together students' abilities, employers' needs, and university decisions under one workforce readiness ecosystem. The existing mechanism is subject to fragmented evidence of skills, lack of transparency in evaluation of the candidates, feedback loop inefficiency from employers to the universities, and the risk of inconsistent or unfair outcomes. Fursah proposes an evidence-based framework for workforce readiness with transparent and version-controlled scoring criteria. Document analysis is performed using artificial intelligence, while consequential readiness and matching scores are calculated using deterministic, version-controlled rules.

Area	Assessment
Business need	High
Value opportunity	High
AI suitability	High, with clear controls
Governance risk	High
Recommended approach	Governed, explainable decision support

Stakeholder Analysis

Stakeholder	Need	Key expectation
Students	Understand readiness and improve skills	Clear gaps, actions and appeal
Employers	Identify relevant candidates	Skills-based, explainable matching
Universities	Align programs with market demand	Aggregated workforce insights
Administrators	Control risk and governance	Audit, oversight and escalation
Technology team	Reliable and secure platform	Controlled data and AI services
Regulators	Responsible AI and data use	Compliance and evidence of controls

As-Is / To-Be

As-Is:

- Student evidence is fragmented.
- Screening criteria may be difficult to understand.
- Employer demand is not consistently connected to curriculum decisions.

- Historical hiring patterns may influence screening criteria and introduce proxy or rule-based bias.
- Students may not receive useful feedback after an outcome.

To-Be:

Stage	Target capability
Evidence	Verified skills, projects, certifications and experience
AI extraction	Structured extraction; advisory until verified
Assessment	Transparent, versioned readiness and matching rules
Explanation	Clear factors behind important outputs
Human review	Mandatory review, override and appeal where required
Analytics	Aggregated labour-market and curriculum insights
Governance	Continuous monitoring, audit and escalation

Gap Analysis & Requirements Traceability

Gap	Requirement	Priority
Opaque screening	Explainable factors, rule versioning and audit trail	High
Credential-heavy assessment	Job-relevant skills and evidence	High
Fragmented evidence	Evidence verification and controlled sharing	High
Weak education feedback	Workforce-demand and curriculum analytics	Medium
Bias / proxy risk	Rule-level fairness review, proxy-risk assessment, and corrective action	High
Automation bias	Human override and reviewer controls	High
Limited evidence types	Portfolio and practical evidence pathways	Medium

The gaps and proposed controls are derived from the Fursah submission. [1]

Root Cause Analysis

Root cause	Business effect	Required capability
Fragmented evidence	Incomplete view of capability	Evidence management
Opaque screening	Low trust and challenge ability	Explainable decision support
Weak feedback loop	Slow workforce alignment	Workforce intelligence
Historical bias	Potential unequal outcomes	Rule governance and proxy-risk review
Unclear AI authority	Over-reliance on AI outputs	Human oversight

Sensitive distributed data	Privacy and security exposure	Data governance
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Impact, Risk & Functional Requirements

Risk	Impact	Level	Control
Unexplainable ranking	Unfair or unchallengeable outcomes	High	Explainability + audit
Data misuse	Privacy and regulatory exposure	High	Purpose, access and retention controls
Proxy or rule-based bias	Potential systematic disadvantage	High	Rule monitoring, proxy-risk review, and human oversight
Automation bias	Weak human judgement	High	Override + reviewer justification
AI extraction error	Incorrect evidence	Medium	Human verification
Commercial influence	Biased recommendations	Medium	Separate sponsored content
Evidence exclusion	Some capability is missed	Medium	Alternative evidence pathways

AI Framework

Fursah's governance approach is designed with reference to SDAIA AI ethics and adoption principles, PDPL requirements, applicable national cybersecurity controls, and AI management principles aligned with ISO/IEC 42001. [2–5]

Recommendations:

To-Be

Priority	Recommendation	Outcome
P0	Establish a governed evidence layer	Trusted and traceable data
P0	Separate AI assistance from consequential scoring	Lower AI decision risk
P0	Formalize human oversight and appeals	Clear accountability
P1	Embed rule monitoring and proxy-risk review	Early detection of potentially harmful outcomes
P1	Connect employer demand to university analytics	Better curriculum alignment
P1	Strengthen privacy and security lifecycle controls	Lower compliance exposure
P2	Expand alternative evidence pathways	Broader skills assessment

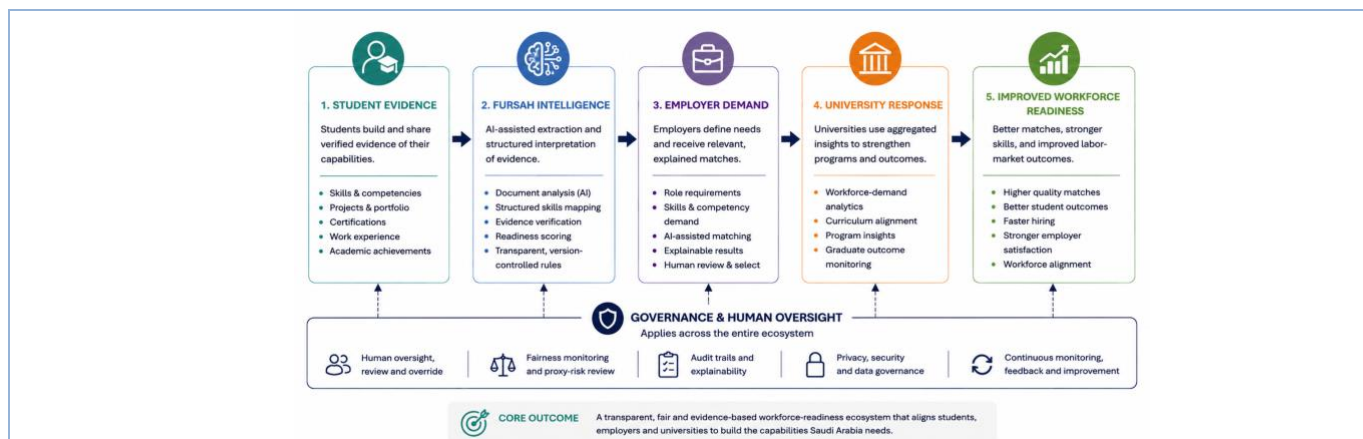


Figure 1. Fursah Value Flow

Illustrates how student evidence, Fursah intelligence, employer demand, and university response interact within a governed ecosystem to improve workforce readiness.

Anticipated Impact and Success Criteria

The figures given below are projections for a Fursah pilot trial and do not represent any actual measurement. They are considered success criteria and are intended to be evaluated during and after the pilot implementation. These targets are based on the projected capabilities of the platform and findings from the literature indicating that AI can support labor-market matching and employee performance. [7–10]

Business outcome	Expected impact	12-month target	How to measure
Time spent on initial screening	Lower manual effort	20–35% reduction	Average recruiter screening time per vacancy
Time-to-shortlist	Faster candidate identification	20–30% reduction	Days from vacancy publication to qualified shortlist
Match quality	Better alignment between skills and job requirements	10–20% improvement	Interview-to-shortlist and offer-to-interview conversion
Student readiness	More students identify actionable skill gaps	20–30% improvement	Gap-closure rate before graduation
Graduate–job alignment	Better alignment between education and demand	10–15% improvement	Placement into roles aligned with mapped skills
Explanation quality	Higher understanding of platform outcomes	≥85% user satisfaction	Post-decision explanation survey
Appeal resolution	More transparent handling of disputed outcomes	≥90% resolved within SLA	Appeals closed within agreed timeframe

Rule and proxy-risk control	Lower risk of systematic adverse outcomes	100% high-impact rules reviewed	Documented fairness review before production use
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KPI Framework

KPI	Baseline	Target	Why it matters
Placement rate	Measure at pilot start	+10–15% vs. baseline	Tests workforce outcome.
Time-to-hire / shortlist	Measure at pilot start	–20–30%	Tests process efficiency.
Gap-closure rate	Measure at pilot start	+20–30%	Tests student value.
Match acceptance rate	Measure at pilot start	+10–20%	Tests relevance of recommendations.
Explanation satisfaction	Measure at pilot start	≥85%	Tests explainability.
Override rate	Measure continuously	Baseline to be established during pilot	Detects automation bias or weak rules.
Appeal rate and resolution	Measure continuously	≥90% within SLA	Tests accountability.
Rule and proxy-risk review coverage	0 at baseline	100% of high-impact rules	Tests governance readiness

Strategic Alignment and Rationale Supported by Evidence

Market Efficiency and Good Matching: OECD research indicates that AI can support labor-market matching by improving how information about skills, qualifications, and employment opportunities is processed. This supports Fursah’s approach to connecting verified student capabilities with employer requirements, while the platform’s actual matching performance must be validated through pilot testing. [7]

Productivity and Efficiency Gain: OECD findings indicate that workers can experience productivity and performance benefits from the use of AI in workplace processes. This supports the potential value of AI-assisted workflows within Fursah, particularly for document interpretation and

explanation, while the platform's impact on screening efficiency must be measured during pilot implementation. [8, 10]

Saudi Vision 2030 Alignment: Fursah aligns with the objectives of the Human Capability Development Program by supporting stronger connections between higher education outcomes and the evolving skills needs of the Saudi labor market. [6]

Responsible AI and Algorithmic Bias: Fursah applies responsible AI principles through transparent decision-making, human oversight, auditability, and proxy-risk review. AI-assisted document analysis is separated from consequential readiness and matching calculations, which remain governed by deterministic and version-controlled rules. [1–5]

References

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