

1st Quarter - 2014

workforce tomorrow

HR Metrics

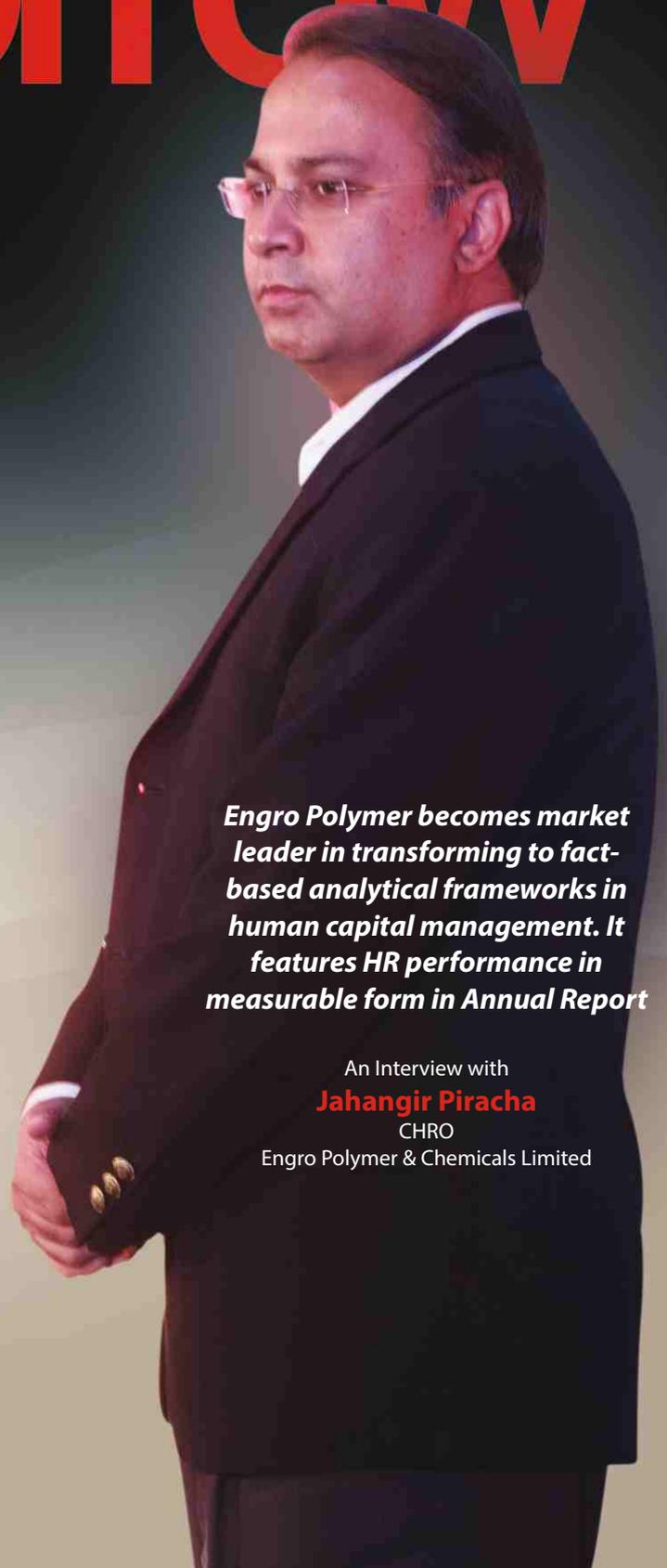
Executives often say that their “people” are their greatest assets. Human Capital measurement provides the mechanism for demonstrating those assets and reinforcing the truth of that exact sentiment.



“ I encourage all HR professionals to update their skill set by seeking Global HR Certifications relevant to their scope of responsibilities ”

Sohail Rizvi SPHR

Group Head Learning & Talent Development
Allied Bank Limited



Engro Polymer becomes market leader in transforming to fact-based analytical frameworks in human capital management. It features HR performance in measurable form in Annual Report

An Interview with

Jahangir Piracha

CHRO

Engro Polymer & Chemicals Limited

CEO message



I am delighted to inform you that HR Metrics is starting quarterly HR magazine titled "Workforce Tomorrow". The main objective of this publication is to bring into lime light the emerging trends in HR encompassing People Management Strategy, Employment Brand, Organization and Employees Development, Talent Management, Leadership Growth, HR Technology, Diversity, Innovation, Ethics, CSR and HR Consulting.

It will be our pleasure to publish interviews, article and success stories of CEOs, CHROs and HR professionals including practitioners, academia, researchers and scholars highlighting their contribution and intended impact on shareholders' value, employees and society as whole. This magazine will have circulation to top 500 companies in Pakistan and approximately 100 companies in Middle East.

Two things that I wish to convey to HR fraternity through this first issue:

HR needs to keep its focus on the matters that keeps CEO awake at night by developing HR strategies that can demonstrate verifiable linkages between people performance and organizational performance. This will help HR leadership in securing a firm position on decision table.

In view of constantly changing business environment, HR professionals need to ensure currency of professional expertise by following structured continuous professional development route.

Stay blessed and do baptize with your views as how can we improve this publication for better serving HR and the business.

Good luck

A handwritten signature in black ink that reads "Mubarik". The signature is written in a cursive style with a long horizontal line extending to the left.

Zahid Mubarik GPHR, HRMP
CEO HR METRICS and HCM ANALYTICS
President SHRM Forum Pakistan
Member ISO Technical Committee 260 HR Standards
Chairman National HR Standards Committee Pakistan

engrobility

EXCLUSIVE INTERVIEW with Jahangir Piracha CHRO Engro Polymer and Chemicals Limited

"Without data it is just an opinion. Metrics quantify HR department's contribution to the overall bottom line in financial terms, through solid, factual, and verifiable data", said by Jahangir Piracha CHRO Engro Polymer & Chemicals Limited.

In overall business management, traditionally the HR is considered to be a weak link from measurement perspective. We believe that this weakness can be transformed into strength, if HR develops competency in measurement and establishes quantifiable linkages between HR performance and organization financial performance.

JP mentioned that Business Leaders always value intangible assets. It is up to HR to develop a new measurement system that creates real value for the firm and secures human resources' legitimate place as a strategic partner.

Engro Polymer made a progressive plan to implement HR Metrics. Project plan was developed with clear deliverables. By now we have 2 years of historic data and metrics in structured format and it really helps us in making futuristic HR decisions.

Getting consistent, valid and reliable HR data was a challenge however active liaison with business departments and finance made it possible for us to transform to evidence based HR Metrics.

Jahangir Piracha hinted that getting CEO's buy-in was the first thing that we ensured before venturing on HR Metrics system. Fortunately our CEO Mr Khalid Siraj Subhani has been very keen to adapt quantifiable framework to leverage workforce and organization performance.

"A company which can quantify its human capital and its outcomes in numerical form will definitely have an edge over those who don't". HR Analytics should help leaders making faster decisions with less risks, J.P added.



"When HR demonstrates through business language of numbers and ratios that X% change in any HR variable has Y% impact on organizational productivity, the business leaders always trust it and they are receptive for more HR investments"



Mr Jahangir Piracha
CHRO briefing
Mr Khalid Siraj Subhani
CEO Engro Polymer on
HR Metrics



Learning is not compulsory, neither is Survival

“W Edwards Deming: Quality Guru”



Sohail Rizvi SPHR
Group Head Learning &
Talent Development
Allied Bank Limited

An Interview with Mr. Sohail Rizvi SPHR

Mr Sohail Rizvi says that business world is changing so rapidly that management tools and techniques are becoming obsolete within a span of 4-5 years; hence every professional needs continuous professional development to ensure currency of his/her expertise and HR is not an exception. Mr Rizvi shares his experiences of following a structured and continuous personal developmental route for his professional and organizational success.

Mr. Rizvi took his certification exam in 2012, with the motivation of challenging himself to evaluate his HR Knowledge in terms of changes that have taken place while working in USA. Despite his successful professional voyage, he faced many challenges, Rizvi said “there was no preparatory classes available in Lahore so, I solely had to rely on the high price e-book that was forwarded to me by a friend in USA”.

Another challenge that he handled successfully was to find a suitable time from his busy schedule. He knew that the art of time is discipline, hence he managed it successfully and passed certification exam.

The SPHR certification blended with his impeccable past credentials gave him lot of recognition within HR fraternity and endorsement by his organization. As “one of the few certified professionals”, he is now invited frequently as speaker during conferences and professional forums.”

“I feel after my certification, I became more focused in terms of what is expected from HR professionals that also improved my training delivery capabilities”, Rizvi said.

He encourages HR professionals to earn global HR certifications which are offered by Human Resource Certification Institute (HRCI USA) relevant to their role in the organization.

Mr. Rizvi said that SPHR certification was more US centric but now HRCI has also introduced global HR certifications including HRMP, HRBP and GPHR.

Rizvi Said, “I honestly believe that Pakistani HR professionals are much more knowledgeable than their compatriots in other countries and by acquiring global certification, they not only become globally employable but also an asset for their own organization.

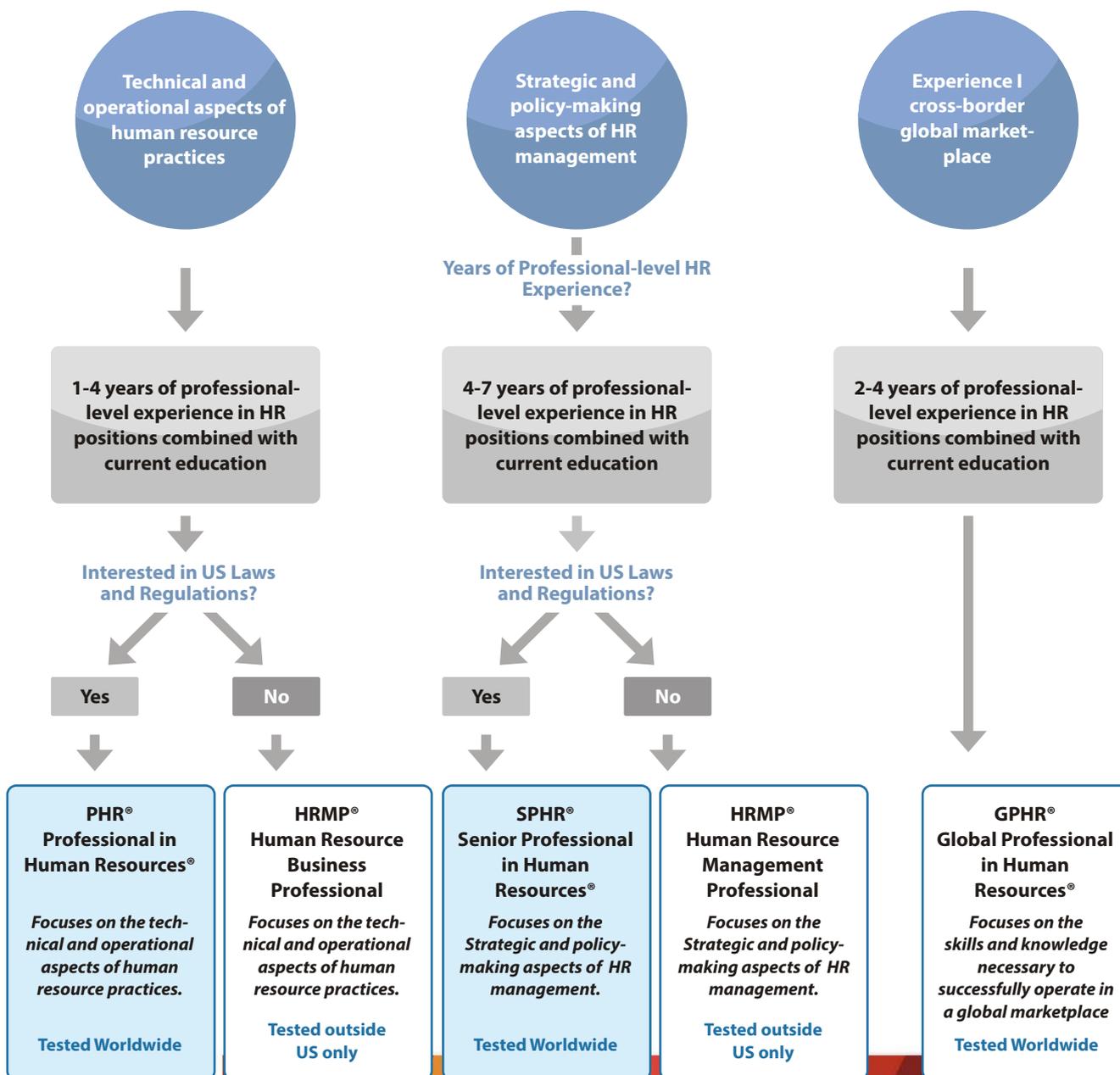
He said, “I encourage all HR professionals to take the certification exam relevant to their level. Once they pass the exam, it will enhance their confidence and also give them recognition among HR fraternity within and outside Pakistan. As a result it will directly impact their career growth prospects”. Further added, competence, credibility, and career growth are the three foundation benefits conferred by this certification, he concluded.

Which certification is Right for you...?



Choosing to obtain your HR credential(s) from the HR Certification Institute is a career-long commitment that shows to your peers and your organization that you are driven to be successful in HR management. Each of the certification exams test experience-based knowledge requiring the right level of professional (exempt-level) HR experience and education to quality. The following chart helps to illustrate the differences between the credentials to find the credential to meet your needs.

Primary HR Skills?



Technical and operational aspects of human resource practices

Strategic and policy-making aspects of HR management

Experience in cross-border global marketplace

1-4 years of professional-level experience in HR positions combined with current education

4-7 years of professional-level experience in HR positions combined with current education

2-4 years of professional-level experience in HR positions combined with current education

Interested in US Laws and Regulations?

Yes

No

Interested in US Laws and Regulations?

Yes

No

PHR®
Professional in Human Resources®

Focuses on the technical and operational aspects of human resource practices.

Tested Worldwide

HRMP®
Human Resource Business Professional

Focuses on the technical and operational aspects of human resource practices.

Tested outside US only

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GPHR®
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Focuses on the skills and knowledge necessary to successfully operate in a global marketplace

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GLOBALIZE YOUR HR CREDENTIAL

Be recognized as an expert in today's global HR environment. Apply for your HRBP, HRMP or GPHR certification exam and prepare with SHRM!

As a trusted resource to HR professionals in over 140 countries, SHRM offers these preparation tools to help as you prepare for the HR Business Professional (HRBP), HR Management Professional (HRMP) or Global Professional Human

SHRM Learning System for HRBP



SHRM Learning System for HRMP



SHRM Learning System for GPHR



Why Certification is Desirable?

Certification is a public recognition of professional achievement. It is also an aid to career advancement.

Organizations believe that certified professionals give them competitive advantage.

Business leaders and certified HR professionals more motivated and knowledgeable about the profession.

Certified HR professionals create positive impact on organizational financial performance.

About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States

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✉ info@thehrmetrics.com www.thehrmetrics.com

human capital benchmarking survey 2014

As the primary source of production in economy is shifting from physical to intellectual capital, new economic realities are putting pressure on HR to act as strategic business partner and demonstrate exactly how it creates value for the organization and society as whole.

Worldwide, the shareholders and business leaders demand rigorous, logical, and principles-based frameworks for determining the connections between human capital investments and organizational success. Numbers and ratios are the universal language of business and a key responsibility of HR leadership is to articulate the logical connections between human capital investments and organizational outcomes, and demonstrate those connections with data and ratios.

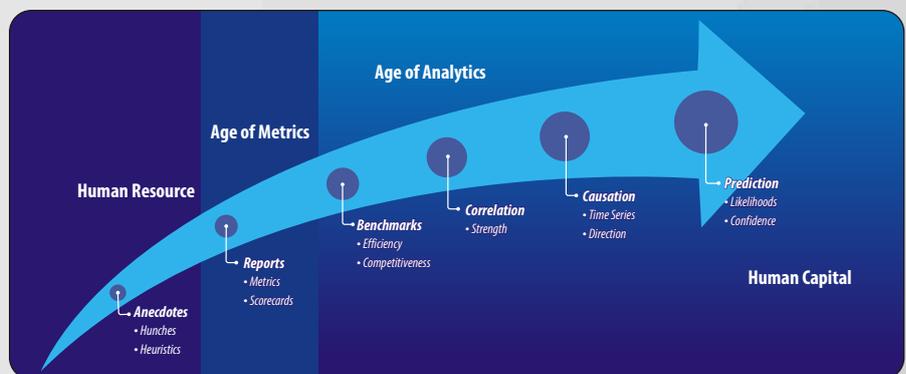
Historically in human capital management, the measurement and benchmarking is applied only in compensation management, which is an input measurement. Business leaders expect the same logical measurement principle to determine output of HR as well.

In performance driven companies worldwide, the HR is expected to go beyond "activity measurement" to "outcome measurement" and demonstrate through key strategic ratios like Employer Branding Index, Home Grown Leadership Index, Succession Readiness Index, Talent Acquisition Lead Time Index, Mission Critical Employees Retention Index, Employees Competency Index, Career Growth Index, Workforce Productivity Index, and Human Capital ROI Index etc; and also measure its impact on business sustainability and bottom line in FINANCIAL terms. These ratios (Human Capital Management Analytics) can be used to compare own organization against their competitors or peer group for driving ultimate business results. HCM Analytics create momentum for organizational change and have direct correlation on organizational growth. Competing on HCM analytics helps to achieve and surpass industry standards for ultimately organizational financial performance.

Globally the Benchmarking is rapidly becoming an indispensable tool for HR and the organizations are investing in benchmarking services to compare their HR performance benchmarks and results against their industry competitors. This has been witnessed by the world largest HR Association "Society for Human Resource

Management" www.shrm.org due to significant increase in requests for Customized Benchmarking Reports.

HR Metrics is planning Human Capital Benchmarking Survey 2014 in Pakistan for various business industries including Banking &



Finance, Microfinance, Manufacturing, FMCG, Pharmaceutical, Engineering, IT, Telecom, Media, Transportation, Hospitality and Medical. The scope of survey is to measure the key ratios at strategic and operational HR level for above industries. Following will be the methodology of this survey:

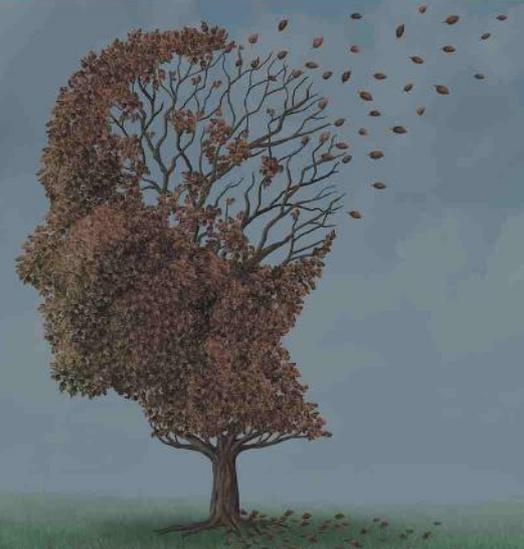
May:	Expression of Interest and signing Data Confidentiality Agreement
June:	Training of 2 HR staff per organization on data gathering dashboard
July:	Data Collection, Validation and Analysis
August:	Industry Benchmarks Report
September:	Training of 2 HR staff per organization on HCM Benchmarking and Action Planning

Rs 100,000 is the total cost of survey participation per organization, which includes industry benchmark report and complimentary training of 2 HR staff on using benchmarks for action planning and financial value addition to enterprise.

PARTICIPATE IN THIS SURVEY AND UNLOCK TRUE POTENTIAL OF HUMAN CAPITAL FOR LEVERAGING WORKFORCE PRODUCTIVITY AND SHAREHOLDER VALUE.

LAST DATE OF REGISTRATION IS 31ST MAY, 2014.

About HR Metrics



HR Metrics is a Consulting and Training Company, pioneer in introducing concept of “evidence based management” in Pakistan. It facilitates in measuring the efficiency, effectiveness and outcome of HR practices and also evaluate its impact on employees satisfaction, organization productivity, financial performance and increase in shareholder value.

Our Partners

HR Metrics is the only “Approved Partner” of world largest HR Society for Human Resource Management www.shrm.org for providing global HR certifications GPHR, HRMP, HRBP, SPHR, PHR preparatory courses in Pakistan.



HR Metrics programs have been approved by Human Resource Certification Institute www.hrci.org USA for continuous professional development and recertification of HR professionals worldwide.



We learnt through interaction with market



Senator Ruksana Zuberi, Saad Amanullah CEO Gillette Pakistan, Nadeem Hussain CEO Tameer Bank and Fuad Hashmi CEO Pakistan Institute of Corporate Governance addressing HR Conference



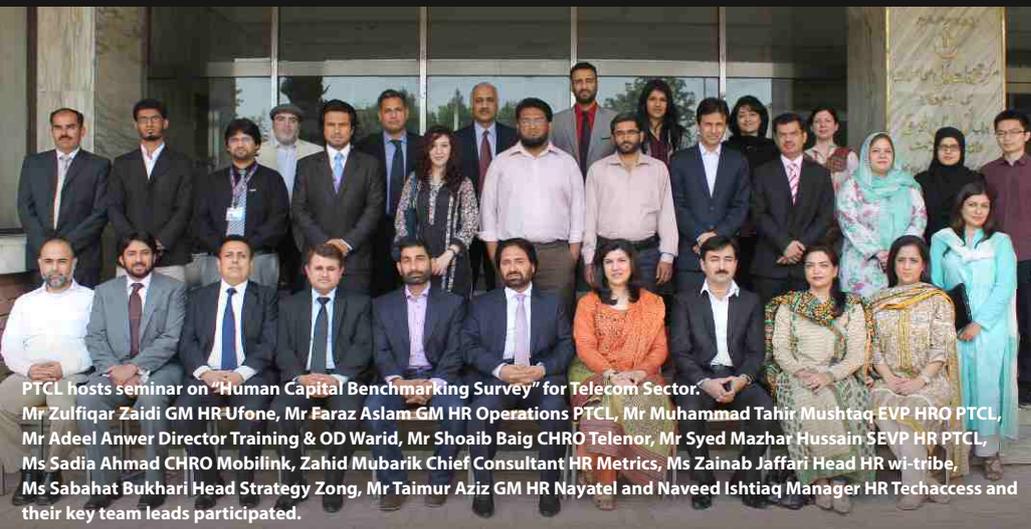
Dr Sitwat Husain Head HR Descon Engineering very keen to promote evidence based management in HR



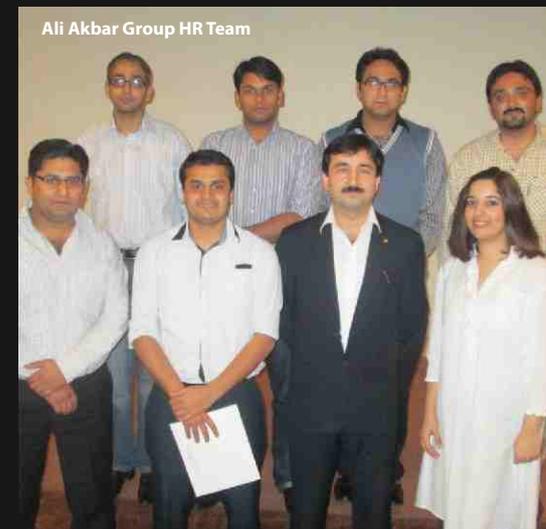
Mr Taizoon Kaisat CEO Orix Leasing with C Level Executives



Mr Ghalib Nishtar President Khushalibank as guest of honor in HR Measurement briefing for C level



PTCL hosts seminar on "Human Capital Benchmarking Survey" for Telecom Sector. Mr Zulfiqar Zaidi GM HR-Ufone, Mr Faraz Aslam GM HR Operations PTCL, Mr Muhammad Tahir Mushtaq EVP HRO PTCL, Mr Adeel Anwar Director Training & OD Warid, Mr Shoaib Baig CHRO Telenor, Mr Syed Mazhar Hussain SEVP HR PTCL, Ms Sadia Ahmad CHRO Mobilink, Zahid Mubarak Chief Consultant HR Metrics, Ms Zainab Jaffari Head HR wi-tribe, Ms Sabahat Bukhari Head Strategy Zong, Mr Taimur Aziz GM HR Nayatel and Naveed Ishtiaq Manager HR Techaccess and their key team leads participated.



Ali Akbar Group HR Team



Engro Fertilizers HR Team



Syed Zulfiqar Head HR Geo TV, Leon Menezes Professor of Practice IBA, Jamal Nasir Group Executive HR UBL, Irfan Hyder Head HR Meezan Bank and Muhammad Umer Head HR Standard Chartered Bank sharing their insight with audience on Human Capital Benchmarking



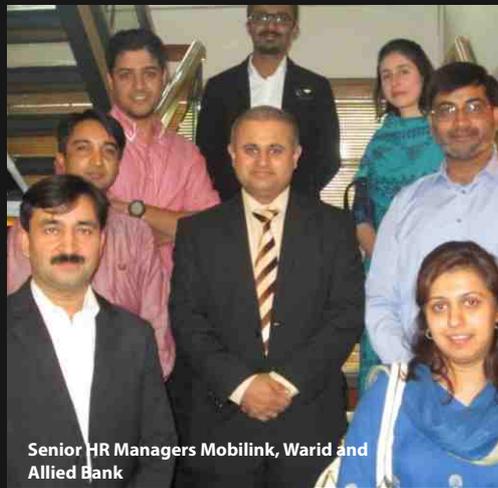
Silk Bank HR Team



PTCL HR Team



Searle Pharmaceuticals C Level Executives



Senior HR Managers Mobilink, Warid and Allied Bank



Mr Masroor Ahmad GM HR PPL ushering his core team to HR Metrics



wi-tribe HR team



Fatima Group HR Team



Allied Bank Core HR Metrics Team

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