

HR Metrics

workforce tomorrow

Issue 05 - 2015

**2015
CHINA**
HR Summit

Using
HCM
Analytics
to Drive
Business
Results

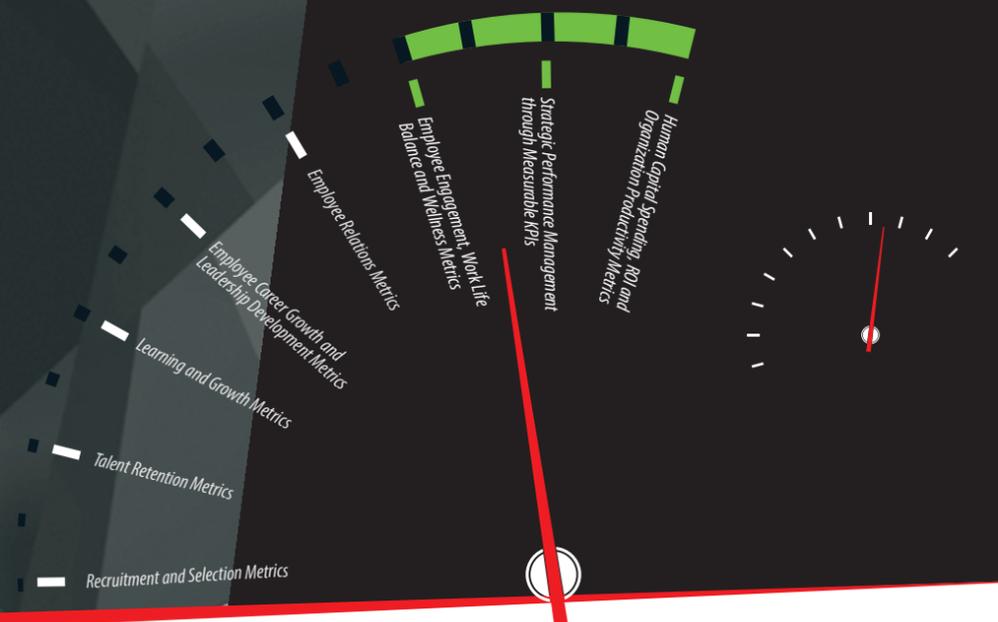
SHRM 2016
Washington D.C

CHRO
Network
Human Capital
Benchmarking

HR
Competency
Model

Business Profitability
can be enhanced 2 times
by leveraging key drivers of
workforce productivity.
Are you measuring them?

PLANNER 2016



Programs	Days	Jan			Feb			Mar			Apr			May			Jun			Jul			Aug			Sep			Oct			Nov			Dec			FEE
		Khi	Isb	Lhr																																		
Essentials of Business and Financial Acumen for HR Professionals	1		25											23																						15,000		
Measuring Efficiency, Effectiveness and Financial Impact of Hiring & Retention	1		26											24																						15,000		
Measuring Efficiency, Effectiveness and Financial Impact of Training & Development	1		27											25																						15,000		
Measuring Efficiency, Effectiveness and Financial Impact of Workforce Relations, Engagement, Productivity & Performance	1		28											26																						15,000		
Cascading Organization KPIs to Employees' KPIs through Measurable Framework	1		29											27																						15,000		
Training Need Assessment to Leverage Workforce Productivity	1																																			15,000		
HR for Non HR Managers	1																																			15,000		
Strategic HR Delivering Business Results	2																																			99,000		
HR Business Partner	2																																			99,000		
SHRM-CP & SCP Preparatory Course	6																																			150,000		
CHRO Network Meeting	2 Hrs																																			40,000		
HR Conferences																																						
First Annual Gender Diversity & Inclusion Summit (Lahore)	1																																			15,000		
SHRM Annual Conference & Expo (Washington DC USA)	4																																			1065\$		
SHRM Annual Conference & Expo (Beijing China)																																				Later		
SHRM Annual Conference & Expo India																																				Later		
2nd HCM Analytics Summit, Expo & Awards	1																																			15,000		
SHRM Forum Pakistan Annual Conference (Islamabad)	1																																			15,000		

Individual/Organization Membership

Advance Membership package is valid for payment before **30 Nov 2015**

- **Basic:** Rs 10,000: Complimentary participation in any training course worth Rs 15,000
- **Bronze:** Rs 20,000: Complimentary participation in any training course and/or conference worth Rs 30,000
- **Silver:** Rs 120,000: Complimentary participation in any training course and/or conference worth Rs 150,000
- **Gold:** Rs 600,000: Complimentary participation in any training course and/or conference worth Rs 750,000
- **Platinum:** Rs 1,200,000: Complimentary participation in any training course and/or conference worth Rs 1,500,000
- **SHRM global online Membership** US \$95. It can be obtained with anyone package www.shrm.org

Note: 10% WH Tax will be applicable

Contents

Business Profitability can be enhanced
2 times by leveraging key drivers of
workforce productivity.
Are you measuring them?

CEO's Message	02
Benchmarking Key Drivers of Workforce Productivity	03
Executive Summary	05
CHRO Network	06
Analytics Learning Week	10
Human Capital Measurement	11
HR Measurement Model	12
ICAP: Transforms to Result Based Performance Management Systems	17
Bayer Pakistan "Best Place to Work Award"	19
Organizations with Sound HR System Grow Faster: <i>Shams Ul Qayyum, CEO Bank of Khyber</i>	21
Interview: <i>Wajid Ali, Head HR, Khushhali Bank Limited</i>	23
Allied Bank wins "The Best Enterprise for Human Resource Development" Award	25

World Standards Day	28
2015 China HR Summit (Beijing)	35
SHRM 2016 (Washington D.C.)	36
HR Competency Model	41
SHRM body of Competency & Knowledge	42
Demonstrate your HR Expertise and gain practical skills	44
Global Employers Value HR Certifications	45
Picture Gallery	47
SHRM-CP / SCP Certified	48

CEO's Message

Zahid Mubarik SHRM-SCP, GPHR, HRMP

CEO HR Metrics

President SHRM Forum Pakistan

Member ISO Technical Committee 260 HR Standards

Chairman National HR Standards Committee Pakistan



Dear HR Professionals,

With every passing day, the business world is becoming more volatile, uncertain and complex. The demand from the business for timely and effective answers to the core and strategic workforce questions is continually increasing. A series of new innovations has made it possible for HR to deliver insightful answers to business questions far more quickly, cost effectively, and accurately than before – accelerating HR on its journey towards playing an increasingly strategic role in organizations.

Businesses are more data driven than ever. Companies that build capabilities in people analytics outperform their peers in quality of hiring, retention, leadership capabilities, and ultimately revenue per employee.

HR professionals looking to move up should take advantage of this and learn how to track line of sight between workforce analytics and organization's bottom line.

Good luck!

A handwritten signature in black ink that reads "Zahid Mubarik".

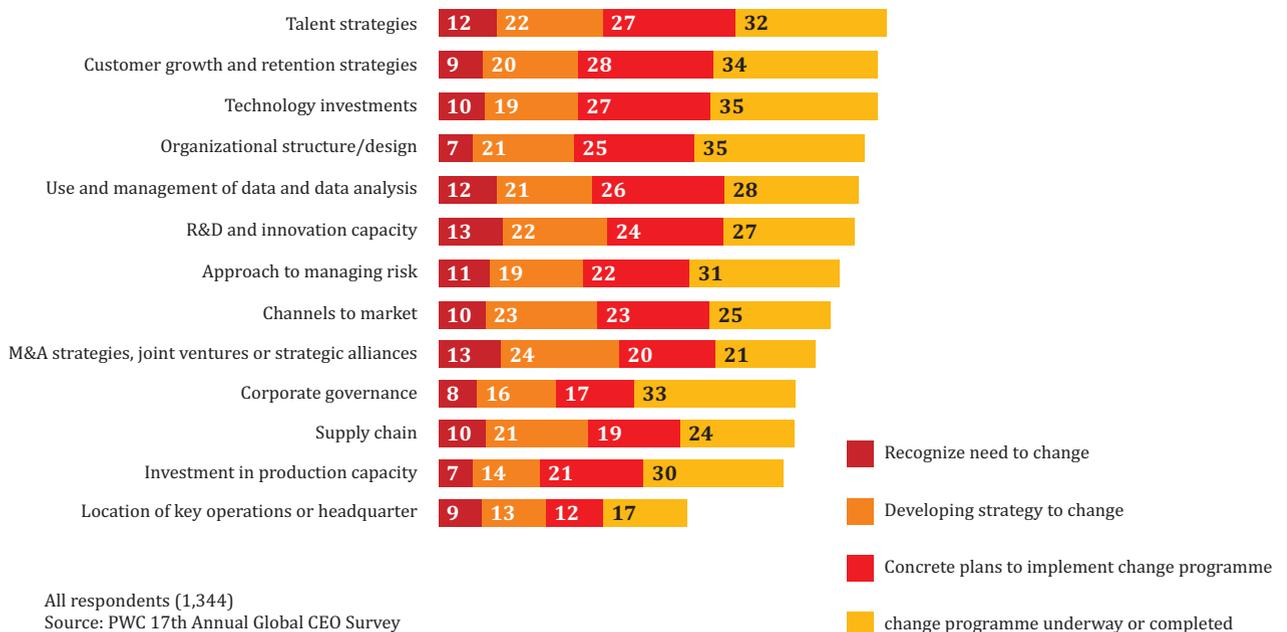
Benchmarking Key Drivers of Workforce Productivity

While responding to PWC 17 Annual Global CEO Survey, CEOs placed Talent Strategies as No. 1 priority to transform business over next five years. While, the global organizations are spending up to 70% of operating cost on human capital; the new economic realities are putting pressure on the HR to act as a strategic business partner and demonstrate exactly how it creates value addition and financial impact on bottom line. Linking people and business in numbers is therefore imperative for HR.

Historically, the benchmarking was limited only to compensation management (measuring inputs), whereas now the progressive companies also measure human capital output with same logic and seriousness.

CEOs Recognize Talent is the Key

Q: to capitalize on the top-three global trends which you believe will most transform your business over the next five years, to what extent are you making changes? If any, to the following areas?



Human capital measurement and benchmarking is one of the indispensable tools that organizations can use to measure human capital financial investment and corresponding outcomes like employee's retention index, competency index, leadership growth index, HR ROI index and workforce productivity index, with respect to competitors or "peer" companies. By using the benchmarking data in right context, organizations can transform HR management strategy to achieve and surpass workforce productivity standards. This creates support and momentum for organizational change and helps the organization to achieve and surpass industry performance standards.

HR Metrics has done a pilot research on following 14 vital benchmarks, that are considered to be key drivers of business growth:

1. HR cost to operating cost ratio
2. Compensation cost to HR cost ratio
3. Hiring cost to HR cost ratio
4. Training to HR cost ratio
5. HR to total employees ratio
6. Training hours per employee
7. Internally trained ratio
8. Total turnover rate
9. Voluntary turnover rate
10. Involuntary turnover rate
11. Time to hire
12. Promotion rate
13. Female ratio
14. Human Capital ROI

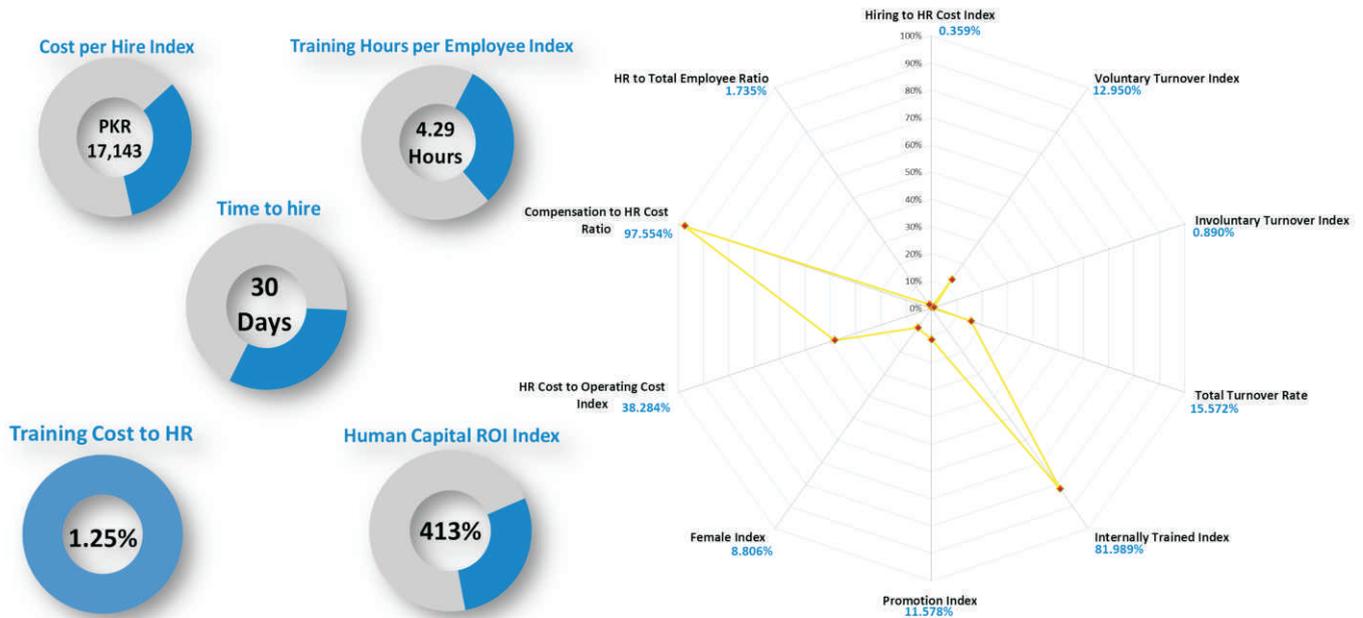
Benchmarking also protects areas or programs that are performing well. To illustrate, if line executives want recruiting costs lowered, benchmarking data may show that their current recruiting costs are in line with their industry. In fact, to lower costs far below; their competitors' might actually jeopardize the organization's ability to find the right talent to compete in the market. Benchmarking can also create support and momentum for organizational change. For example, making changes to existing pay practices may be difficult, unless there is objective benchmarking data that can support otherwise.

Benchmarking is more effective when used as part of an overall business strategy. It is less effective, however, when companies use benchmarking only for short-term cost reductions and not part of a long-term strategy. An example of this occurs when an organization lowers training budgets to meet short-term budget goals. While this may achieve a short-term objective, it has a negative impact on developing the skills of the organization's workforce. Thus, over the long term, the knowledge and skills of its human capital start to lag behind the market, and the organization loses its competitive advantage.

Benchmarking Survey Participant Companies

- SNL Financial LC.
- Habib Bank Limited
- Bank Alfalah
- Pak Oman Investment Company
- Bank of Khyber
- Khushhali Bank Limited
- Tameer Microfinance Bank
- Waseela Microfinance Bank Limited
- Ufone
- Nayatel Private Limited
- Kohinoor Textile Mills Limited
- PGNiG Polish Oil & Gas Company
- National Business Education Accreditation Council
- Aisha Steel Mills Ltd.
- Askari General Insurance Co. Ltd.
- Softronic System (Pvt.) Ltd.
- Samsons Group
- Pakistan Poverty Alleviation Fund
- Thal Engineering
- CRI Group
- Shirazi Trading Company
- Agritech Limited
- Management Systems International
- Association for Academic Quality Pakistan

Executive Summary



Human Capital Analytics Progress at Global Level (% Companies)



Source: Harvard Business Review Analytics Services and Visier, 2015.

CHRO Network

Vision

As the primary source of economy is shifting from physical to intellectual capital, the organizations are spending huge sum on Human Capital Management. Global research reveals that CEOs want their CHRO as sounding board and trusted partner, and rely on their skills in linking people and productivity numbers to diagnose weaknesses and strengths in the organization, find the right fit between employee jobs and advise on the talent implications of the company's strategy. HR leadership is expected to use logical and evidence-based framework for showing connections between human capital investments and organizational success.

Scope

With a view to promote conversations on emerging HR tools to impact organization bottom line, the HR Metrics has built a network of top HR executives across Pakistan by providing them a platform to lead and transform the profession. The network comprises of "CHRO Hubs" in major industries across the country. Members of the CHRO network:

- Discuss industry trends and future drivers of business growth.
- Engage industry expert CEOs to seek guidance on business challenges and opportunities.
- Share information and seek counsel with peers to lead and shape the future of the HR profession.
- Advocate for and Speak as subject matter experts on critical topics of organizational impact.
- Advise and participate in HR research and industry benchmarking.

Engagement

Members of this network will give back to the HR profession by sharing their expertise with each other and participating in research. By participating in this network, the CHROs will have a mechanism for shaping the future of the HR profession while gaining professional contacts, information, and shared insight that will help them succeed in their current and future role. HR Metrics will develop a communications platform and a CHRO directory to facilitate conversation between members. HR Metrics may create specialized media (e.g., video series, research reports, newsletters) for smooth sharing of best practices across industry.

Logical HR
Practices

Impact
Product
Development

Improve
Customer
Service

Increases
Market Share

Boosts Share
Price

Take Away from this Initiative

HR Metrics facilitates CHROs by providing contemporary tools and discussion platform for:

1. Aligning HR strategy with organization strategy in verifiable measurable terms.
2. Measuring HR efficiency with a focus on its effectiveness and impact on the organization bottom line.
3. Transforming from historic headcount reporting to predictive HR analytics for strategic business outcome.
4. Assisting in Human Capital Benchmarking to leverage workforce productivity and Financial Performance.

Membership Eligibility

Participation is by invitation for CHROs from organization size of 1,000+ workforce. Each industry Hub will be led by a senior CHRO on annual rotation basis. Each Hub will meet at least 4 times a year and HR Metrics will work with hub leaders to support quarterly events on inter and intra-industry basis.

- | | | |
|--|---|--------------------------------------|
| <input type="checkbox"/> Banking, Finance, Insurance | <input type="checkbox"/> Life Science | <input type="checkbox"/> Hospitality |
| <input type="checkbox"/> FMCG/Consumer Durable | <input type="checkbox"/> Engineering | <input type="checkbox"/> Education |
| <input type="checkbox"/> Energy | <input type="checkbox"/> Textile | <input type="checkbox"/> Healthcare |
| <input type="checkbox"/> Telecom, IT, Media | <input type="checkbox"/> Transportation | <input type="checkbox"/> Social |

Meetings Planner - 2016

Quarter	Karachi	Lahore	Islamabad
1st Quarter	10th February	24th February	17th February
2nd Quarter	4th May	11th May	18th May
3rd Quarter	17th August	3rd August	10th August
4th Quarter	7th December	21st December	14th December



Subscription Plan

		A	B	C	
CHRO Network Annual Membership for 4 meetings per year	40,000	•	•	•	40,000
Monthly dashboard of your organization HR on 60+ benchmarks	60,000		•	•	100,000
Monthly benchmarking report of overall industry in Pakistan	60,000			•	160,000
SHRM Online global membership www.shrm.org	10,000				170,000
Complimentary 4 editions of HR Magazine <i>Workforce Tomorrow</i>	3,000	•	•	•	Gratis
Complimentary publishing of your organization success story of linking people management with organization bottom line impact.				•	Gratis

Participants of CHRO Network 2015



Developing HR Business Case by using Financial Payback Frameworks

Karachi Marriott: **4 Dec 2015**
Islamabad Marriott: **10 Dec 2015**

Financial payback frameworks like Net Present Value and Internal Rate of Return are used to determine financial impact of investment in physical assets including plant, inventory, building and raw material. When it comes to investment in workforce, generally, no such logic is used and the decisions are mostly based on intuitive feelings. HR professionals, who use financial tools to quantify potential cost as well as FINANCIAL BENEFITS of their proposed investments, find business leaders more receptive for approving HR business case.

Global research on 800 companies reveals that companies using NPV and IRR to determine ROI of human capital investments have workforce productivity rate double than industry average.

HR Metrics is organizing one day program at Karachi and Islamabad. to groom professionals on following areas. This program is approved for 6 recertification credit hours by for SHRM-CP and SCP by SHRM USA

Course Contents

- Developing a business context for HR business case
- Project Description
- Implementation Timeline
- Solution & Alternatives
- SWOT Analysis
- Financial Analysis
- Result / Recommendation
- Executive Summary



Course Takeaway:

After attending this program, the qualified participants will be able to:

- Quantify HR department financial contribution to the overall bottom line, through solid, factual, and verifiable data and justify toughest managerial decisions with easy-to-use formulas.
- Achieve organizational goals and objectives and pave way for enhanced personal and professional growth.

Recommended for:

CHRO, Senior HR Executive, CFO, Head Audit, Head Risk.

Fee: Rs 25,000 per person. Early registration and payment by 20 Nov 2015: ~~Rs 25,000~~ Rs 20,000

Facilitator: Zahid Mubarik SHRM-SCP, GPHR, HRMP:
Chief Consultant HR Metrics www.thehrmetrics.com 051 4939069

Analytics Learning Week at Karachi and Lahore



This program was approved for 24 recertification credit hours for SHRM-CP and SCP by SHRM USA and GPHR, HRMP, HRBP, SPHR, PHR by HRCI USA



Lahore



Karachi

Numbers are the universal language of business and business managers prefer to take decision on measurable and verifiable objective data, rather than gut feelings and impulsive instincts. A key responsibility of HR is to articulate the logical connections between progressive HR practices and firm performance and demonstrate those connections with data and ratios. Worldwide, the fortune companies proudly call themselves "Metrics Fanatics" in every aspect of business management. Metrics have therefore become differentiator between top class and traditional HR department. It is a vital tool to respond to emerging organizational change imperatives and a lever to boost individual, departmental and organizational performance.



High Performer: Zaraqab Abbasi, Bank Alfalah



High Performer: Ruby Aftab, ABL



High Performer: Mahjabeen Yousaf, ABL



High Performer: Umair Zafar ABL

Participants



Human Capital Measurement

Measuring and leveraging the key drivers of workforce management, you can leverage workforce productivity and increase business profitability by 2 times. Research finding by World Federation of People Management Association

EXHIBIT 2 | Economic Influence Is Discernible in All HR Topics but Is Most Pronounced in Six

Topic in which most capable and least capable companies were compared	The impact that the most capable companies achieve over the least capable companies in...	
	... revenue growth	... profit margin
1 Delivering on recruiting	3.5x	2.0x
2 Onboarding of new hires and retention	2.5x	1.9x
3 Managing talent	2.2x	2.1x
4 Improving employer branding	2.4x	1.8x
5 Performance management and rewards	2.1x	2.0x
6 Developing leadership	2.1x	1.8x
<hr/>		
7 Mastering HR processes	1.8x	1.8x
8 Global people management and international expansion	1.8x	1.7x
9 Enhancing employee engagement	1.8x	1.6x
10 Providing shared services and outsourcing HR	1.6x	1.7x
11 Managing diversity and inclusion	1.6x	1.5x
12 Managing change and cultural transformation	1.5x	1.4x
13 Actively using web 2.0 for HR and managing associated risks	1.5x	1.4x
14 Strategic workforce planning	1.4x	1.5x
15 Delivering critical learning programs	1.5x	1.4x
16 Managing corporate social responsibility	1.5x	1.3x
17 Transforming HR into a strategic partner	1.4x	1.4x
18 Health and security management	1.2x	1.5x
19 Managing flexibility and labor costs	1.2x	1.4x
20 Restructuring the organization	1.2x	1.3x
21 Managing work-life balance	1.1x	1.2x
22 Managing an aging workforce	0.8x	1.1x

Source: 2012 BCG/WFPMA proprietary web survey and analysis.

Note: Revenue growth and profit margin are defined as categories in the survey. For analysis, categories are transformed into category means; extreme categories are transformed into -20% or +20%. For each topic, we compared average revenue growth and average profit margin of respondents who chose "5" (high capability) against those who chose "1" (low capability).

HR Measurement Model

We can assist your HR measurement alignment with business measurement.



	Dimensions	Hiring	Compensation	Relations	Developing	Retaining
HR Efficiency Metrics	Volume	Total hired	Total Paid	Total grievances	Total trained	Total Voluntary turnover index
	Cost	Cost per hire	Salary & benefit per employee	Litigation cost per employee	Cost per trained	Cost of turnover
	Time	Time to hire	Time to process payment	Time to handle grievance	Training hour per employee	Turnover by Service
HR Effectiveness Metrics	Quality	New hiring and retention index	Error free payments	Litigation reduction index	Competency index	Turnover by performance
	User Satisfaction	Performance index	Salary & benefit satisfaction index	Employees satisfaction index	Succession readiness index	Turnover reasons follow up Index
HR Impact Metrics	Financial Impact	Financial impact on bottom line	Financial impact on bottom line	Financial impact on bottom line	Financial impact on bottom line	Financial impact on bottom line

Using HCM Analytics to Drive Business Results

Business Executives judge HR strategic role NOT on be the basis of emotions or activities but by the impact on the business, which is always measured in financial terms. In an increasingly competitive environment dominated by cost-cutting and tight budget justification, the role of Human Capital is becoming critical to the overall success of the organization. Currently, the workforce investments range from 18-57% of over-all operating expense at organization level. Shareholders, CEOs and CFOs measure results. They are keen to have rigorous, logical, and principles-based framework for seeing the connections between human capital investments and organizational success.

Course Objectives

After attending this course, the HR professionals should be able to:

- Identify measurement opportunities; diagnose HR financial and operational measures, understand the messages in measured data, with a view to become competitive, cost effective and yet responsive to business needs.
- Quantify HR department's contribution to the overall bottom line, through solid, factual, and verifiable data and justify toughest managerial decisions with easy-to-use mathematical formulas.
- Integrate measurement metrics with action plan through bench-marking, in order to achieve and surpass industry standards.
- Upgrade HR standing in the organization, by achieving strategic goals and objectives.



Course Outline

MODULE - 1

ESSENTIALS OF BUSINESS & FINANCIAL ACUMEN FOR HR

Session 1: (1.5 hour)

- Business Value Chain and Role of HR Management
- Accounting and Finance to Manage Shareholder Wealth Creation Cycle
- Key Components of Balance Sheet, Income Statement and Cash Flow Statement

Session 2: (1.5 hour)

- Financial Analysis Ratios: Cost Benefit Analysis, Breakeven, ROI, Profit Margin
- Compounding and Discounting of Interest Rate

Session 3: (1.5 hour)

- Measure of central tendency in data (Mean, Median, Mode, Quartiles, Percentiles, Range)
- Converting Intangible Data into Tangible Financial Information
- Four levels of sophistication in Numbers Analysis
- Business communication tools (Histogram, Scatter Diagram, Pareto Chart, Gantt Chart, PERT)

Session 4: (1.5 hour)

- Introduction to HR Metrics
- Difference Between Data, Metrics and Analytics
- Human Capital Measurement Metrics Model
- Difference Between Activity and Outcome Measurement
- Gap Analysis and Benchmarking

MODULE - 2

HIRING AND RETENTION ANALYTICS

Session 5: (1.5 hour)

- Recruitment Yield Index
- Job Offer Acceptance Index
- Net Hire Index

Session 6: (1.5 hour)

- Cost per Hire Index
- Time to Hire Index
- New Hire Retention Quality Index
- New Hire Performance Index

Session 7: (1.5 hour)

- Unfilled Vacancies Index
- Measuring Opportunity Cost of Unfilled Vacancies
- ROI of Hiring investment

Session 8: (1.5 hour)

- Voluntary and Involuntary Turnover Index
- Turnover Analysis
- Measuring Turnover Cost to determine ROI of Retention Programs

MODULE - 3

TRAINING AND DEVELOPMENT ANALYTICS

Session 9: (1.5 hour)

- ADDIE and Philips Model for Instructional System Design
- Training Need Assessment
- Workforce Competency Index

Session 10: (1.5 hour)

- Designing Training Objectives for Measurable Impact

Session 11: (1.5 hour)

- Participants Comprehension Index
- Workforce Competency Improvement Index
- Business Performance Improvement Index
- Training ROI

Session 12: (1.5 hour)

- Training Hours per Employee
- Training Cost per Employee
- Internally Trained Index
- Career Growth Index
- Career Path Index
- Promotion Index
- Internal Hiring Index
- Leadership Depth Index
- Leadership Quality Index

MODULE - 4

WORKFORCE RELATIONS AND ENGAGEMENT ANALYTICS

Session 13: (1.5 hour)

- Grievance Handling Time
- Grievance Resolution Index
- Litigation Cost Index
- Workplace Accident Index

Session 14: (1.5 hour)

- Diversity Index
- Employees per Manager Index
- Workforce Average Age Index
- Workforce Average Service Index

Session 15: (1.5 hour)

- Employee Absenteeism Index
- Managing Employee Absenteeism to Leverage Productivity

Session 16: (1.5 hour)

- Employee Engagement Index
- Managing Employee Engagement for Financial Outcome

Course Outline

MODULE - 5

WORKFORCE INVESTMENT, PRODUCTIVITY, PROFITABILITY

Session 17: (1.5 hour)

- HR Cost to Operating Cost Index
- HR Cost per Employee Index
- HR Budget Variance Index
- Compensation (Salaries & Benefits) Cost per Employee Index
- Salaries to Compensation Cost Index
- Compensation Dissatisfaction Index

Session 18: (1.5 hour)

- Human Capital ROI Index
- Human Capital Value Added Index
- Revenue per Employee Index
- Cost per Employee Index
- Profit per Employee Index

Session 19: (1.5 hour)

- Developing Measurable KPIs to Align Employees and Organization Performance

Session 20: (1.5 hour)

- Workforce Performance Index
- Business Performance Index
- Financial Performance Index

For More Details:

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Email: info@thehrmetrics.com

Web: www.thehrmetrics.com

Organizations which have transformed to HCM Analytics for driving business results



Pakistan Petroleum Limited



Engro Polymer and Chemicals Limited



Engro Fertilizers Limited



PTCL



Wi-tribe Pakistan



Fatima Fertilizers



**The Institute of
Chartered Accountants
of Pakistan**



ICAP

Transforms to Result Based Performance Management Systems

HR Metrics provided consulting and training to ICAP on: Writing Measurable Objectives for Verifiable Alignment between Organization and Employee Performance.

Organizational performance KPIs are always in quantifiable numeric terms, however when it comes to employees' KPIs, following are the issues:



Zahid Mubarak, CEO HR Metrics facilitated the sessions

Common issues in traditional performance management

- The line of sight between organizational objectives and employees' objectives is blurred**
- Appraisal is based on subjective trite phrases rather than job "verifiable impact"**
- "Job activities" and "personal attributes" are measured rather than "performance outcome"**
- No "passing score" to validate employee performance against organization performance**
- Performance Effectiveness and Outcome is usually ignored**

Consequences

- Overly inflated employees' performance bell curve, not corresponding with organization performance.
- No tools with line managers to distinguish between star performers and dead wood.
- Blame game between HR and line on performance ratings and rewards.
- Resentment and frustration by employees, resulting in grievances, degradation of morale, and in some cases loss of key talent.
- Line managers losing faith in objectivity of HR tools.

Market Leader Organizations which are pioneer in introducing evidence based measurable KPIs for their employees



Abdul Razak Dawood Chairman Descon (Former Minister of Commerce) and CHRO Dr Sitwat Husain SHRM-SCP, GPHR



Qazi Azmat Isa, CEO Pakistan Poverty Alleviation Fund



Searle Pharma C Level Executives



Orix Leasing Limited CEO Tezoon Kijat with C Suite CHRO, CFO, COO, Head Risk, Audit, Sales

Bayer Pakistan

“Best Place to Work Award”

Bayer is a world-class innovation company with more than 150-year history and core competencies in the fields of health care and agriculture. With over 700 employees, Bayer Pakistan has a strong presence in Health Care and Crop Sciences which spans over 50 years. In a sequel to promote result based management in HR, Bayer Pakistan refurbishes its HR Analytics inventory to leverage workforce productivity. HR Metrics and Analytics have become differentiator between a top class and traditional HR department. Following companies have already integrated HR Metrics with overall workforce management.



Mr. Amir Iqbal-CEO & MD, Bayer Pakistan, (Pvt.) Ltd. receiving award from Mr. Jamal Nasir, President PSHRM



Bayer Pakistan also excels in use of Human Capital Analytics to drive business results

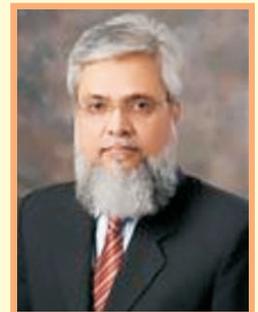
What led to winning of this award?

A brief insight by Gohar Alam Siddiqui, Head HR Bayer Pakistan.

In Bayer our employees' plays key role in everything we do. Bayer's culture, values and the level of our employee engagement with the company's objectives and direction are the key drivers which led us to be Employer of Choice and won “Best Place to Work” award in the recent study conducted by PSHRM & Engage Consulting.

The formula is very simple:

- Regular feedback and appreciating the job well done
- Sense of Belonging together with trust, openness and transparency
- Employees are on the driving seat for their Development.
- Employees' Association with Bayer's strategic objectives
- Level of Commitment in reflection to performance



This remarkable achievement is attributed to commitment of each and every employee of Bayer Pakistan, who by incorporating our LIFE values which stands for Leadership, Integrity, Flexibility and Efficiency (LIFE) in their professional life has helped build an award winning 'culture 'at Bayer Pakistan.

Convert your Cost Centers into Profit Centers



INTRODUCING THE
ANALYTICS
EDITION

Organizations with Sound HR System Grow Faster

Shams Ul Qayyum

President Bank of Khyber



You have a vast experience in the banking sector, what difference do you feel between provincial bank business and traditional commercial bank?

I don't feel any difference except scale of the transactions as I compare them to my previous institution. We cannot call BOK as a provincial bank since 50% of our branches are located outside KPK, only the bank's majority shareholding is with government. We cater business needs of different sectors all over Pakistan and our processes are aligned with overall banking sector best practices. We are concentrating on service quality since in today's environment it does not matter who owns a bank but those banks will attract customers who are providing appropriate customer service.

What key challenges do you see at strategic level in terms of workforce management in overall banking sector?

As far as strategic level challenges are concerned related to workforce management in the overall banking sector it is too often observed that financial institutions rarely make links among their recruitment processes, succession planning, business strategies and other such factors that impact talent. Each of these factors is being treated separately and ultimately leads to ad

hoc approaches of workforce management. The positives behind linking all these dots would be lower costs, ability to execute on key projects & positive impact to brand. Workforce management in the overall banking sector would be effective only if right people are selected for the right job and train them accordingly with changing trends. Other factors that need to be focused include that organizations should know their strong areas and improving on its weaker areas. Financial institutions need to understand which skills & knowledge they require for their business. Financial institutions along with other services oriented organizations need to understand that workforce management is always a proactive approach and it helps organizations select right people with right skills and knowledge. It also helps organizations understand when and where the workforce is required in order to achieve organizational goals.

How important is the HR role for achieving organization short term and long term business goals?

It is proven reality that organizations with sound HR functions grow faster than those lacking skilled workforce. HR professionals are key to achieve both short and long term business goals. Their importance in business growth and achieving its short and

long term goals can be established from the fact that HR is responsible from formulating strategies for recruiting and retaining staff to overseeing projects that promote organization wide productivity. Providing focused and specialized trainings and development programs lead towards achieving overall organizational goals both short and long term. Human resource managers are responsible to implement various HR strategies to reduce staff turnover, improve employee skills & increase overall company's production.

Retention is a big challenge in overall industry. How do you overcome that challenge in your organization?

Human capital is a key for successful organizations. High employee turnover seriously hurts a bank's bottom line. HR experts believe that high employee turnover always costs upward in terms of finding & training a replacement and it also damages the morale of remaining employees. My experience of over forty years has taught me some key ways to reduce employee's turnover in workplace which include Hiring of right people from the start is one of the best ways of staff retention. Other elements include setting the right compensation & benefits packages, flexible working hours, positive work environment, awards & bonus

structures, recognition & praise, challenging & clear career path, understanding and meeting personal & social needs of staff makes them more productive & loyal towards organization.

What are the key factors in your successful career?

As a professional, key to success is honesty & trustworthiness. To achieve career goals an individual needs to be well organized in his work, should have excellent communication, presentation & interpersonal skills. A successful career in services oriented

organizations like banks can be accelerated through top quality customer services, i.e. the individuals should be service oriented and good at public dealings. Willingness to update professional knowledge to match fast paced professional & technological advancements also play an important role to excel one's career.

What advice would you like to give to the next generation HR professionals?

What I believe is that next generation HR professionals should be More Strategic i.e. HR should possess such skills & abilities which will ensure that

business is capable of achieving competitive advantage using its human capital. In addition to be more strategic, HR function needs to have advanced technological infrastructure to provide the organization with informed and fact based decisions. Further, to be more effective, HR functions need to be more flawless in executing the fundamentals, should empower the line managers to become good people managers by providing enhanced operational support and ultimately these activities will lead HR to be more cost effective in delivering services and to make organizations more prosperous.

Interview Wajid Ali

Head HR,
Khushhali Bank Limited



What is the target market of Khushhali Bank?

Khushhali Bank Limited is the largest and leading Microfinance Bank in Pakistan with a mission to provide financial services tailored to microenterprise and low income segments of the market across Pakistan.

Over the years, the bank has transformed from a mono-line business model with a single group lending product to a more dynamic, full service bank offering loans, savings, insurance, payments and remittances to the Micro and MSME segments of the market.

A decade of success has given this institution strength, confidence and ability to explore new customer segments & territories and extend innovative products and services. Khushhali bank is one of the first microfinance banks to venture into the MSME space in Pakistan, a commitment that further cements our resolve to become Pakistan's premier MSME bank.

Which is the most pivotal cadre in your business environment?

We believe that it is critical for all member of the KBL team to be fully aware about their role in creating, enhancing and sustaining a customer-

centric organization and the bank encourages and facilitates this direction. However, in terms of direct interface with our customers, the most pivotal cadre in our business environment is the frontline field staff who are directly involved in the business development and client acquisition and Operation staff to service the clients and ensure retention.

What is the source of pipeline of pivotal talent at the entry level?

Since Bank is growing its business at a rapid speed, it requires talented and energetic young frontline workforce to support the expansion plan. Our talent acquisition is primarily at officer level and they are recruited through an open and merit based selection process from amongst the pool of talent who desire to pursue a banking career.

To attract the right talent, we run job advertisement in the national and local newspapers of repute and invite people to apply online through our website. Further we carryout campus-marketing campaign at selected universities and colleges. This helps us to build our employer brand in the job market and creates a pull for the young graduates.

We drive regular campus marketing campaigns to source talent.

Additionally, Khushhali Bank Limited branches; which are mostly situated in the smaller towns, facilitate and ensure that right talent from the local areas is attracted to fulfil our HR needs. This fits strategically well with our mission as the talent from the adjoining areas are generally better positioned to enhance client acquisition and retention.

What strategy do you use to select the suitable talent for your business need?

HR department conduct a series of activities to recruit and select the right resources to fill positions at all levels and functions. We recruit top quality resources with specialized skills to develop and market a variety of products in line with the customers' needs and expectations and manage sales/liabilities/credit operations. Mostly our HR needs are met by hiring fresh graduates at entry level who are provided appropriate training and development opportunities to succeed in their current roles and are enabled to grow into higher positions.

We also source experienced personnel from other renowned commercial/financial institutions to support the rapidly expanding business. However, where adequate resource is available internally, it is Bank's strategy to provide career growth opportunities to employees.

Our recruitment & selection policy provides detailed framework for hiring of staff at all levels and provides an equal and merit based opportunity to all internal and external applicants in a transparent manner.

What Challenge do you face in this regard?

Sourcing and recruiting hundreds of talented personnel to support the rapidly growing business and expanding business branch network is an uphill but interesting challenge. Moreover, training, orientation and induction of the selected candidates pose a nice to have challenge for the Human Resources Department. Being a microfinance bank, we operate in remote areas of Pakistan and it is sometimes hard to find suitable local candidates from the area.

Do you use any technique to engage your employees?

We firmly believe that a two way communication is critical for employee engagement. We conduct Regular Employee Satisfaction Surveys and action planning on the feedback, Monthly & Quarterly newsletter from HR Department to provide common platform for communication and showcasing employee activities. Many engagement activities are regularly used to reinforce employee

commitment e.g., Talent of the Year Award, Long Service Recognition Program, Team Away Day, KBL Sports Gala, Badminton tournament for female staff and Annual Function and Conferences.

Field visits by senior team from corporate office and regular interaction with employees who are called for training to Islamabad at the opening and closing sessions. This happens almost every week and employees get ample opportunity to seek clarity and provide suggestions to enhance the spirit of a two way direct communication.

What are the key components of your talent development and retention strategy?

The Bank recognizes the importance of talent development and its retention. Accordingly, main focus of the training is to build their functional skills and capabilities so that they are able to meet the challenges of the role and clients expectations. Soft skills training are also provided, where required.

Apart from in-house training, staff is sent to specialized external training programs. Performance management reviews are used to conduct TNA and training plans are prepared to address the identified training needs.

In order to retain the talented employees, we offer competitive salaries to the staff and provide a motivating work environment where they are encouraged to deliver their best and are rewarded through attractive incentives. We regularly conduct salary surveys to ensure that our remuneration is aligned with the market. Employees are awarded salary increments and bonus every year in line with the principle of 'Differentiated Reward for Performance' to encourage higher performance and retention.

Furthermore, fast career growth opportunities are provided to the talented employees.

Any other thing that you wish to say?

We believe that competitive advantage for KBL lies in its employees and to this end the bank invests a lot in people development and offers fulfilling careers to keep a fit for purpose team and aligns its people's effort to serve its customers and clients better than the competition.

Competition can raise capital, buy technology and copy processes, but cannot copy the spirit, dynamism and passion of our people, that is so crucial to our success.

Allied Bank *award*



Allied Bank wins “The Best Enterprise for Human Resource Development” Award

The Employers' Federation of Pakistan has conferred 1st Prize to Allied Bank Limited for 'The Best Enterprise for Human Resource Development' for the year 2014. The award is conferred, on an annual basis, in three (3) categories, i.e., Large, Medium and Small Enterprises and our Bank has won the award in the category of Large Enterprises.

For this award and recognition, Allied Bank competed in the field of Human Resource Development with major large companies and multi-national corporations, e.g. Proctor & Gamble, PTCL, Telenor, Rafhan Products, Shaukat Khanum Hospital, Agha Khan University, Attock Refinery, Crescent Steel, DHL Pakistan, Hashwani Hotels, Movenpick, General Tyre, K-Electric, Sitara Peroxide, Syngenta Pakistan and Pakistan Petroleum Limited.

This award reflects recognition of Allied Bank's unwavering professional resolve and progress towards inducting and nurturing the best human capital as well as successfully managing all functions of human resource since re-capitalization of the Bank in the year 2004, under the guidance and vision of its Board of Directors.

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Congratulations to Iqra University ORIC Team on securing 3rd Place for South Asian Journal of Management Sciences (SAJMS), in scholar One Vision Awards conducted by Thomson Reuters



Scholar One Vision Awards winners at the ScholarOne User Conference 2015.

From L to R: Josh Dahl, Head, Publisher & Association; Margot Puerta, Molecular Medicine; Muhammad Imtiaz Subhani and Amber Osman, South Asian Journal of Management Sciences; Paige Angle Director, Strategic Client Solutions.

First Place Winner:
Molecular Medicine (Margot Puerta)
The Feinstein Institute of Medical Research,
New York, USA.

Second Place Winner:
IEEE Magnetics Letters (Ron Goldfarb)
IEEE Magnetics Society, Colorado, USA.

Third Place Winner:
South Asian Journal of Management Science (Imtiaz Subhani)
IQRA University, Karachi, Pakistan.



Academic & Corporate Collaborations

MOU ISCEA



Iqra University (IU) and International Supply Chain Education Alliance (ISCEA) signed a Memorandum of Understanding to promote Supply Chain Management

MOU YTML



Yunus Textile Mills Limited and Iqra University collaborated to sign a Memorandum of Understanding to promote to bridge up the gap between Academia and Industry.

MOU BINARY UNIVERSITY



Binary University and Iqra University went into a contract as the MoU was signed between these two prestigious institutes

MOU PHARMEVO



PharmEvo and Iqra University came into a collaboration of a design competition, "PharmEvo Logo Competition" to encourage creativity and designing within students

MOU YASER UNIVERSITY



Yaser University and Iqra University signed a Memorandum of Understanding to promote exchange of academic benefits

MOU CIMA



Iqra University (IU) and Chartered Institute of Management Accountants (CIMA Global) signed a MoU to promote Management / Accountancy related Education, Research and Training.

World Standards Day

“Standards, the world's common language”

PC Karachi | October 14, 2015 | 5:30 - 7:30 pm

About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association representing more than 275,000 members in 160 countries. The Society is the leading provider of resources to serve the needs of HR professionals and advances the professional practice of human resource management. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States, subsidiary offices in China, India, United Arab Emirates; and Forums in 11 countries including Pakistan. Visit SHRM Online at www.shrm.org

About ISO

ISO is a legal association of members of National Standards Bodies of 140 countries, supported by a Central Secretariat based in Geneva, Switzerland. The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade. ISO develops International Standards for all industry sectors (with the exception of electro technology, covered by IEC, and telecommunications, covered by ITU). ISO has developed over 18500 International Standards on a variety of subjects and approximately 1100 new standards are published every year.

What is a Standard?

A standard is a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose.

- ISO International Standards ensure that products and services are safe, reliable and of good quality.
- For business, they are strategic tools that reduce costs by minimizing waste and errors, and increasing productivity.
- They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade.



Parvez Ghias, CEO Toyota Motors



Nadeem Hussain, President Tameer Bank



Shafiq Ahmed Uqaili, Chief HR Allied Bank Ltd.



Zahid Mubarak, Chairman HR Standards Pakistan



ISO Technical Committee 260 HR Standards

With a view to promote consistency and standardize the workforce management practices in terms of responsibilities and performance expectations, during year 2011, ISO initiated standardization of HR and formed a Technical Committee ISO TC 260 to pursue the project. ISO TC 260 HR Standards initially comprised of 11 Permanent “P” Member countries including US, France, Germany, Sweden, Switzerland, Austria, Norway, Netherland, Portugal and Pakistan. Currently the Permanent member countries have increased to 24 and 18 Observer “O” countries. SHRM Forum Pakistan is representing Pakistan at ISO TC 260.

HR Standards

HR standards will specify the minimum effective approaches, measurements and metrics to perform essential workforce management practices. It will also include standardization of the certification of practitioners based upon elements of education, examination, experience and ethical conduct. The standardization processes will extend to all fields of HRM including Workforce Planning, Talent Sourcing, Recruitment, Selection, Retrenchment, Training and Development, Job Analysis, Job Design, Organizational Development, HRIS, Performance Appraisal, Total Rewards,

Employee Relations, Legislative and Regulatory compliance, Change Management, Diversity and Inclusion Management, Expatriate Management, HR Communications, Workforce Readiness and Sustainability, Leadership Development, HR Shared Services, Metrics, Analytics, Professional Certification, Wellness and Work/Life Balance Programs, HR Aspects of Alliances, Joint Ventures, Mergers and Acquisitions, HR Terminology and Nomenclatures.

Benefits of HR Standards

The standardization will offer broad, coordinating guidance to HR practitioners and harmonize disparate practices for the benefit of organizations and their employees. It will boost local economy by removal of barriers to trade, better international market access, more business efficiency, flexible, cost-effective means of complying with international and regional rules/conventions and improved employee satisfaction. Some additional perceived benefits of HR standardization include:

- Talent in developing countries will have increased access to job opportunities elsewhere due to interoperable workforce staffing practices.
- Multinational companies will be able to share talent and labor more quickly and with less risk of loss and

fewer errors. Labor markets will become true marketplaces, where commonly understood forms of transaction will be employee competencies, complete and timely information, and virtual/flexible working arrangements; forming talent exchanges analogous to stock exchange transactions.

- HR Management Systems from different organizations will be able to transact without encountering the data transfer barriers among diverse software applications.
- Standardized HR processes will reduce paper documentation, and would promote telecommuting and distance learning further reducing the carbon footprint created by business travel needs and redundant administrative workforce practices.
- It will increase employee satisfaction and labor peace as job-to-employee alignment is better achieved through consistent and effective management practices.
- Consistency in HR practices will reduce the cost of investigations and other regulatory responsibilities of government agencies and ministries charged with overseeing workplace practices.
- The cost of managing employees will reduce as workforce management approaches will align with the standards and economies of scale



Emil Wyss, Swiss Consular General in Karachi



Abdul Waheed Memon, Director PSQCA

can be applied, across sectors, in relocation, benefits, compensation and other HR functions.

- Business leaders would finally have a means to measure the value of the intangible assets including HR. The transparency of HR practices will enhance their reputation, improve employee morale, lower labor turnover, decrease accidents, enhance product quality and foster greater consumer and investor confidence.
- Employees' expectations for treatment and opportunity within organizations would be better understood by all parties and his or her competencies and other assets would be portable as he or she transfers among organizations. Whether skilled or unskilled, employees would be incentivized to improve their capability and to trade them across borders to willing employers.

- The cost of products and services would likely reduce due to an increase in efficiency of acquisition, transfer, and maintenance of talent, thus benefiting consumer.
- Above potential benefits will enhance the credibility of HR profession.

ISO TC 260 Meetings

1. Washington-USA: 10-11 November 2011
2. Melbourne-Australia: 23-25 September 2012
3. Rotterdam-Netherlands: 24-27 September 2013
4. Paris-France: 19-23 May 2014
5. Dublin-Ireland: 1-5 December 2014
6. Texas-USA: 9-13 November 2015

Work Progress

ISO TC 260 is organized in various working group and developing following

standards:

1. WG 1: HR Terminologies- Led by Netherlands
2. WG 2: HR Metrics- Led by USA
3. WG 3: Human Governance- Led by France
4. WG 4: Strategic Workforce Planning- Led by Australia
5. WG 5: Recruitment and Selection- Led by USA
6. WG 6: Knowledge Management- Led by Israel

Pakistan National Mirror Committee HR Standards

With a view to review for global HR standards to give input from country's economic interest point of view and also to make HR standards congruent with our national requirement, Pakistan Standards and Quality Control Authority has formed National Mirror Committee ISO TC 260 HR Standards "NMC".

Working Group: Performance Management Standard

The National Committee HR Standards has developed a Performance Management standard, which is being processed for approval by PSQCA. On 14 October 2015, the draft standard was unveiled. This is first formal HR standard in the history of HR in Pakistan. Following NMC Members developed this standard:

- Dr Sadia Nadeem, MCIPD, Professor FAST Business School
- Dr Sitwat Husain, Group Head HR, Habib Bank AG Zurich.
- Arshad Mahmood Akif, CEO ASK Development
- Adeel Anwer, Consultant Timelenders.
- Syed Faraz Aziz, Head HR Pak Suzuki.
- Humera Ahmad, Head HR Reon Energy
- Ch Abdul Rehman, Head HR US Denim Mills.

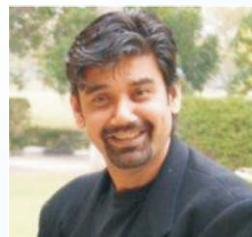
Pakistan National Committee HR Standards organized a briefed ceremony at PC Hotel Karachi from 5.30- 7.30 pm on 14 October 2015, followed by awards and dinner in the honor of HR Standards contributors and supporters.



Dr. Sadia Nadeem MCPID
Director MARC, FAST School
of Management, NUCES



Mr. Arshad Akif
CEO
ASK Development



Mr. M. Adeel Anwer
Consultant
Timelenders



Dr. Sitwat Husain
Group Head HR
Habib Bank AG Zurich



Mr. Faraz Aziz
Head HR, Pak Suzuki
Motor Company Limited



Ms. Humera Ahmed
Head HR
Reon Energy Limited



Ch. Abdul Rehman
GM HR
US Denim Mills (Pvt) Ltd

Advisory Council - SHRM Forum Pakistan



Mohammad Zubair
 Minister of State / Chairman
 Privatization Board



Shaukat Tareen
 Ex Finance Minister
 Advisor to Chairman Silkbank



Asad Umar
 Member
 National Assembly



Zaffar A. Khan
 Chairman International
 Industries Limited



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 MD
 New Horizons Pakistan



Qazi Azmat Isa
 CEO Pakistan Poverty
 Alleviation Fund



Fuad Azim Hashimi
 CEO Pakistan Institute of
 Corporate Governance



Khalid Siraj Subhani
 CEO Engro Corporation



Parvez Ghias
 CEO
 Toyota Indus Motors



Mr. Nadeem Hussain
 CEO
 Tameer Bank Ltd.



Saad Amanullah Khan
 CEO
 ALAMUT Consulting



Akram Durrani
 CEO
 DH Fertilizers



Tara Uzra Dawood
 President
 Dawood Global Foundation



Ghalib Nishtar
 President
 Khushhali Bank Limited



M. Mudassar Aqil
 CEO FINCA
 Microfinance Bank Ltd



Wahaj Siraj
 CEO
 Nayatel (Pvt.) Limited

Executive Council - SHRM Forum Pakistan



Zahid Mubarik GPHR, HRMP
President SHRM Forum Pakistan
CEO HR Metrics



Syed Mazhar Hussain
CHRO
PTCL



Shafique Uqaili
Chief HR
Allied Bank Limited



Dr Sitwat Husain GPHR
Group Head HR
Habib Bank AG Zurich



Fatima Asad Said
Executive Director
AbacusConsulting



Leon Menezes
Senior Practitioner &
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Arshad Akif
CEO
ASK Development



Haroon waheed
Group Head HR
Fatima Group



Muhammad Umer
Country Head HR
Standard Chartered Bank



Wajid Khan
Head HR
Khushhali Bank Limited



Tariq Naseem
EVP Group Head HR
Bank of Khyber



Jamil Bajwa
Head HR
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人力资源峰会



Brad Boyson, Executive Director SHRM Middle East, Zahid Mubarik, President SHRM Forum Pakistan, Jeffery M. Cava, Vice President and CHRO Starwood Hotels & Resorts, Ran Patrick, COO SHRM China with winner of lucky draw Noman Mina, HR Manager Industrial and Development Bank of China

The SHRM China HR Summit 2015 was a gathering of global and local HR gurus and HR practitioners from multinational, Chinese state-owned companies and private organizations.

The Society for Human Resource Management (SHRM), the world's largest HR membership organization devoted to human resource management, held its 3rd SHRM China HR Summit in Beijing on September 8th, 2015.

The theme for the Summit was New Normal for HR: Transformation, Creativity and Performance. The keynote speakers included Jeffery M. Cava, Vice President and Chief Human Resources Officer of the Starwood Hotels & Resorts, managing approaching 1,000 hotels in approximately 105 countries and 180,000 associates at its owned and managed properties. Mr. Cava previously acted as Executive Vice President and Chief Human Resources Officer for Wendy's International Inc., Vice President and Chief Human Resources Officer for Nike Inc., Vice President Human Resources for The Walt Disney Company, Consumer Products Group;

and Vice President of Global Staffing, Training and Development for ITT Sheraton Corporation.

One of the keynote speakers was Jiang Wu, Professor, China Academy of Personnel Science and Executive Vice Chair of China Talent Research Institute. Other speakers were the HR thought leaders, academicians and senior HR executives from PetroChina, Qualcomm, IBM, Cisco, Caterpillar, SHRM, CIIC, HR Metrics, IMA, DHL-sinotrans, Ucredit, Oshkosh, Jingdong, FESCO, Synnex, Taikang, App Annie, Talent consulting, Zhixinghe, IDB, CEEDI, etc...

Top level HR professionals, thought leaders, Chief HR Officers, senior HR VPs, HR academic leaders and HR managers from enterprises in China, USA, Canada, South Korea, India, Taiwan, Hong Kong, Mongolia, Singapore, Pakistan and many other countries from Europe, and North America attended this conference.

**SHRM China HR Summit 2016 is tentatively planned at Shanghai.
Interested persons may contact info@thehmetrics.com**



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The SHRM Annual Conference is the best and biggest – HR Conference in the World. Here, you will find an array of experiences that can be found nowhere else – experiences that can help transform you and your team and your organization in big and small ways.

Why to attend SHRM 2016

We believe that there are countless opportunities why you should attend the Annual Conference, but we've managed to narrow it down to five:

Learn new skills and upgrade current ones. No matter how long you've been in HR or what position you hold at your company, chances are that there is still something you need to learn. Trends and law change, new strategies and innovations in HR happen all the time; to stay up-to-date you need an educational opportunity that provides you with the full range of HR knowledge.

Network with your peers. We know you've heard it all before, but networking is a huge part of your professional success. When you meet with your peers, you have an opportunity to collaborate, hear new ideas, and validate or change your perspectives. You may hear what others are doing and be inspired to implement something similar - or you could even hear another idea and realize you're already on the right track! You can find a mentor or become one, and even make connections to help you further your own career.

Meet with new vendors and suppliers. Our exhibitors are industry experts and solution-providers who truly know what is happening in the world of HR and business - and they have answers to your questions. Invest time in the exposition hall - our vendors are some of the best people for you to get to know if you want to learn more about what's happening in HR now - and what's going to happen in the future. Trust us: discovering innovative products and services is necessary to stay competitive in today's business world.

Hear from the experts. Our speakers are proven business leaders, strategists, practitioners and peers. Many of them are current HR professionals; others are well-respected industry leaders who know what you need to know. Our selection process for speakers is as rigorous as you'll find anywhere, and we make sure that you're hearing from the best. You'll get a solid grounding in tried-and-true HR fundamentals and unique insight into the innovative new practices that will change how the world does business.

Have fun. Let's be honest - the Annual Conference is a lot of learning packed into a short amount of time.

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The SHRM Annual Conference & Exposition is the largest and best HR event in the world, providing your organization with the tools and resources you need to create and implement the successful HR practices that will ensure that your company will thrive. Your company will get the targeted strategies and practical takeaways that you need to achieve your goals – from talent management to federal compliance to cutting-edge business strategies.

Special discounted pricing for international delegation groups of 5 or more is available — you'll save money and get the added benefit of experiencing the Annual Conference as a team, with shared learning and group collaboration.

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* Subject to change

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Brian D. Silva, Board Chair SHRM USA



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OVERVIEW

The dawn of 21st century coincided with the Enron scandal, and produced far reaching ripples in the commercial arena. Subsequent surfacing of WorldCom and Omnimedia scandals further shook the belief in compliance robustness of capitalistic institutions of the developed economies. New efforts evolved globally to strengthen the "Governance Processes" in the post Enron commercial world.

Pakistan was among the nations to introduce formal corporate governance compliances at an early stage. The listed companies and public sector companies are subject to Corporate Governance oversight; and not-for-profit institutions will soon follow. Directors of listed companies and public sector companies are required to secure formal certification in the form of Directors' Training Program (DTP).

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Fax: (021) 38103008 **Email:** ceeinfo@iba.edu.pk **Web:** cee.iba.edu.pk

HR Competency Model

Business leadership has changed over recent decades. We now live and work in global economy in which geographic borders are virtually non-existent. Innovation, agility and strategy are critical success factors. The HR operates at the core of this global economy, ensuring the alignment of organizational strategy with a high performing workforce. This is the reality of today's HR professional.

The new SHRM HR Competency Model addresses this challenge. The model is based on 3 years rigorous global research involving 32,000 HR professionals and employers, 640 CHROs, 111 focus groups in 33 countries across the world. It comprises of 8 business behavioral competencies and 15 technical HR competencies to be successful in this competitive environment. The competencies are mapped according to role of HR position (strategic/operations) and validated by profit and nonprofit sector.

Why Certification is Important for HR Professionals?

HR professional certifications are meant to benefit the individual, the profession and the employer. They can open doors for professional advancement, serve to harmonize standards with changing expectations and signal to employers advanced professional development. SHRM certifications will become the new standard for HR professionals around the globe.

HR certification is a career-long commitment that shows your peers, your employees and your organization that you have mastered the principles of human resources and that you are dedicated to staying current in your profession. To become certified, you must meet strict professional experience and educational requirements before taking the exam. To remain certified, you must stay current in the HR profession and re-certify every three years. You display your certification by putting the credentials after your name.

“If HR professionals align their competencies with this model, there is no reason that they do not become CEO of the organization.”

*(Ghazanfar Azzam,
President Waseela Microfinance Bank)*



Ghazanfar Azzam, President Waseela Microfinance Bank

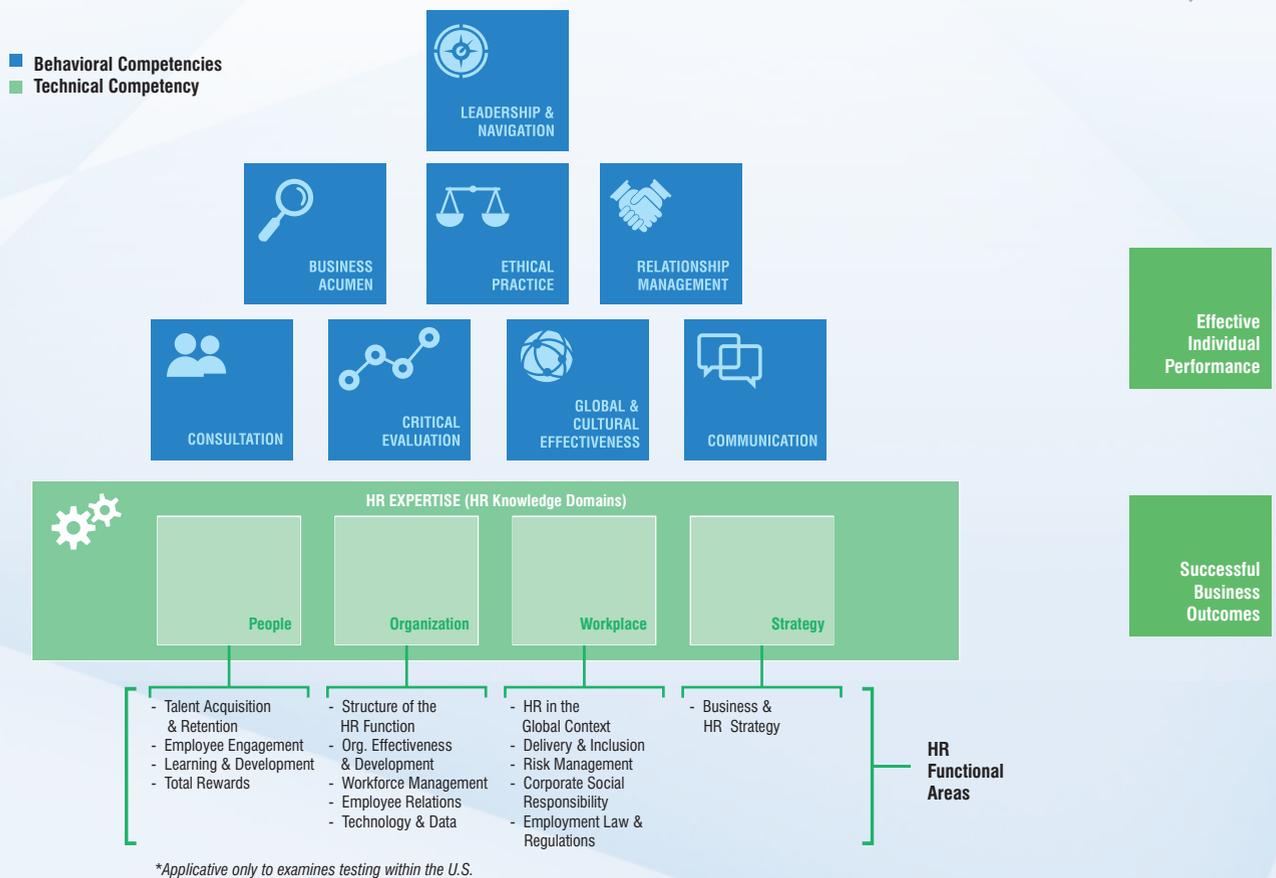


Speakers of SHRM Competency Session at Karachi



Speakers of SHRM Competency Session at Islamabad

SHRM body of Competency & Knowledge



HR Metrics is the only approved provider of SHRM USA www.shrm.org (The world largest HR association) HR certifications SHRM-SCP and SHRM-CP preparatory courses in Pakistan.

Our indigenously developed programs have been approved by SHRM and Human Resource Certification Institute USA www.hrci.org for continuous professional development and recertification credit hours for HR professionals worldwide.

Earn the New Standard in HR Certification.

Prepare with HR Metric's, SHRM-CP and SHRM-SCP



This is an exciting and pivotal time in the HR profession. Now, more than ever, HR teams are required to assume a greater leadership role, contributing to the strategic direction of their organizations. The profession is no longer just about what you know – but how you do your job.

The [SHRM Certified Professional \(SHRM-CP™\)](#) and [SHRM Senior Certified Professional \(SHRM-SCP™\)](#) credentials are poised to become the new standard for HR professionals worldwide, as they are among the first HR certifications that focus on teaching and testing the practical, real-life information HR professionals need to excel in their careers today, including knowledge, skills and behavioral competencies.

Ensure you're prepared with HR Metric's, SHRM-CP and SHRM-SCP designed for SHRM credential candidates. This intensive 6 days program combines expert instruction with the SHRM Learning System® for SHRM-CP/SHRM-SCP, so you will learn faster, retain more knowledge and stay on track for success on the exam.



Let Us Guide You to Success.

Our course is based on the NEW 2016 SHRM Learning System for SHRM-CP/SHRM-SCP.

Comprised of comprehensive learning modules teaching the SHRM Body of Competency and Knowledge™ (SHRM BoCK™), and online resources, these study materials streamline study time, accelerate learning and build confidence for passing the SHRM-CP/SHRM-SCP exam. Expand and test your knowledge and practical, real-life competencies in areas critical for HR career success.

By attending our course, you'll benefit from:

- An experienced, certified instructor
- The SHRM Learning System historically ranked the #1 HR certification prep tool.
- A structured learning experience that keeps you on track.
- Opportunities to network and learn from your peers

The SHRM Learning system has a long and established track record of helping HR certification candidates beat average pass rates.

SHRM-CP/SHRM-SCP Exam Window

Our course is designed to prepare HR professionals sitting for the SHRM-CP and SHRM-SCP exams.

Classes:

26 Mar to 7 May, 2015
(6 Saturdays)

Timings:

9 am-5 pm

Total Hours:

36 hours

Karachi, Lahore,
Islamabad.

Course Fee:

SHRM Members:

Rs: 140,000/-

Non Members:

Rs: 150,000/-

IN-HOUSE PROGRAM

For 6 or more
participants

Register now for upcoming classes. Don't miss out!
House 4, Sahibzada Abdul Qayyum Road
I-8/2, Islamabad. 051-4939069, 0342-5579160
info@thehrmetrics.com www.thehrmetrics.com

Demonstrate your HR expertise and gain practical skills

Top 5 Reasons that you can give to your employer to invest in your HR Certification



Wang Chunting, Director HR Zong with his team leads

There are many reasons why you should pursue SHRM-CP or SHRM-SCP certification. Once you set your certification or professional development goal, it's time to talk to your manager. Help your manager understand the value of certification and build a business case for certification and training as a worthwhile investment. Schedule a meeting with your manager and come prepared with the powerful talking points provided below. They demonstrate why your organization should support your efforts to prepare for and achieve SHRM-CP or SHRM-SCP Certification.

1. MY KNOWLEDGE WILL BE CURRENT AND RELEVANT

Now, more than ever, HR teams are required to assume a greater leadership role, contributing to and advancing their organization's strategic direction. The new SHRM CP & SHRM SCP credentials recognize this trend and take a fresh and current look at what HR professionals need to know and to put that knowledge to work. The certification program covers behavioral competencies and functional knowledge areas within the themes of HR competencies, people, organization, workplace and strategy. Achieving and maintaining my credential means I'll be ready to take on new roles and responsibilities.

2. I WILL LEARN PRACTICAL SKILLS WITH AN IMPACT ON MY JOB IMMEDIATELY

SHRM Certification will become the new standard for HR professionals around the globe, as it is among the first to focus on practical, real life HR information, teaching and testing competencies and knowledge. When I prepare for the certification exam with the SHRM learning system, I won't be simply memorizing a textbook, I will be applying concepts, using behavioral judgment, and understanding best practices for

handling day to day business as well as unexpected scenarios. I will be learning from the experiences of other HR professionals, sharpening my skills and boosting my productivity and effective to drive our organizations success.

3. THESE CERTIFICATIONS WERE DEVELOPED WITH EMPLOYERS IN MIND

SHRM conducted global research including outreach to major corporations, universities and over 35000 members of the profession worldwide. Based on their research findings, SHRM determined that in addition to technical knowledge, a successful HR career will also be determined by behavioral competencies and the resulting certifications include both of these essential elements. This credential will therefore reflect what I need to know and how to apply it to be a leader in our organization. Drawing the influence of HR leaders to certification is a worthwhile investment that also improves our reputation as an organization that takes HR seriously.

4. MY KNOWLEDGE AND SKILLS WILL BE GLOBALLY APPLICABLE AND UNIVERSALLY RECOGNIZED

We live and work in a global economy and my skills need to be globally

applicable and accepted. Based on one singular SHRM body of competency and knowledge, the SHRM CP & SHRM SCP credentials are relevant and applicable worldwide. Earning this credential will give me the recognition and flexibility to use my knowledge, skills and competencies anywhere our organization operates, now and in the future.

5. MY CERTIFICATION AND TRAINING IS PROVIDED BY THE LEADING ADVOCATE FOR HR PROFESSIONALS

SHRM has represented the HR community for more than 66 years, and has more than 275,000 members in 160 countries. It is a well respected organization at the forefront of HR trends and emerging professional knowledge. The SHRM BoCK, the credential and my recertification will be supported by SHRM and kept current and relevant, representing lifelong learning as our profession continues to revolve with the world around us. Training of this high quality and reliability cannot be replicated, and provides an opportunity for our entire HR team from which our whole organization can benefit ultimately saving our organization's time and money on training and professional development.

Global Employers Value HR Certifications

- 97% of fortune companies have certified HR professionals.
- 96% of employers state that a certified job applicant has a greater hiring advantage than a non-certified job applicant.
- 91% of employers state that a certified HR professional is more likely to be considered for promotion than a non-certified HR professional.
- 81% of employers believe that a certified HR professional has greater job security than a non-certified HR professional.
- Companies like Engro, Zong, Intech Process Automation have sponsored certifications of their HR professionals in Pakistan.

SHRM Body of Competency & Knowledge



SHRM Global Courses in Pakistan

HR EXPERTISE (HR KNOWLEDGE)

- 1 SHRM Essentials of HR Management
- 2 HR Generalist

PEOPLE

- 3 Communication & Credibility for HR Professionals
- 4 Compensation Essentials
- 5 Conflict and Relationship Management
- 6 Employee Engagement & Relations
- 7 Creating a Talent Acquisition Strategy
- 8 Developing Effective Coaching Skills
- 9 HR's Role in Employee Learning & Development
- 10 Design & Implement Effective Performance Management Systems

ORGANIZATION

- 11 An Introduction to HR Metrics
- 12 Business Acumen: Integrating HR Across Operations
- 13 Succession Planning
- 14 Workforce Planning Strategies to Support Organizational Needs
- 15 Finance for Strategic HR
- 16 Organizational Development & Effectiveness

STRATEGY

- 17 HR Business Partners
- 18 Strategic Human Resources: Delivering Business Results

WORKPLACE

- 19 Apply Ethical Practices to Business Operations

BRING THESE PROGRAMS TO YOUR ORGANIZATION

SHRM'S Organizational Training & Development will strengthen every member of your HR team through onsite professional development, because educating your team members will enhance the effectiveness of your entire organization.

For information contact:

info@thehrmetrics.com or +92 51 4939347

www.thehrmetrics.com

RECERTIFICATION CREDITS



SHRM Seminars are approved for SHRM-CPSM & SHRM-SCPSM, PHR, SPHR, GPHR, HRMP and HRBP recertification credit hours.

Visit www.thehrmetrics.com for the most up-to-date recertification credit details.

Picture Gallery



SHRM-CP/SCP Certified



Sitwat Husain
SHRM-SCP, GPHR
Group Head Human Resources
Habib Bank AG Zurich



Tipu Zaheer
SHRM-SCP, HRMP
Human Resources Manager - GDF SUEZ



Arsalan Khalid
HRMP, SHRM-SCP, HRBP, SHRM-CP, SAP HR
HR Manager - NICD



Sohail Rizvi
SHRM-SCP, SPHR, HRMP
Group Head - Learning & Talent Development
Allied Bank Limited



Haidar Ali
SHRM-CP*, HRBP*
Analyst - OD Systems
Abdullah A.M. AlKhodari Sons Co.



Saqlain Sher
HRMP*, PMP*, SHRM-SCPSM
Head HR & Admin (UAE-Operations) Al Hassan Engineering Co. Abu Dhabi



Adnan Khan, MCIPD
Regional HR Manager - Asia
Islamic Relief Worldwide



Sadaf Tariq,
HRBP*
Senior HR Officer
Sante Private Limited



Sabir Mumtaz
HRMP, SHRM-SCP
Head of Compensation Benefits - Askari Bank



Qasim Malik
HRBPSM, SHRM-CP
Senior Manager Human Resources
SNL Financial



Umair Bin Zafar
SHRM-CP
Officer Strategic HR
Allied Bank Limited



Omer Nazir
HRMP, SHRM-SCP
Head of Department/ Manager HR & Admin
Govt. Holdings (Pvt.) Ltd.



M. A. B. Ilyas
SHRM-SCP
CEO & Principal Consultant
LIFELONG



Adnan Faheem
HRMP*, SHRM-SCP
Senior Manager, Human Resources
Geo Tv Network



M. Adeel Anwer
SHRM-SCP
Consultant Timelenders
Geo Tv Network



Muhammad Wasif
HRMP, SHRM-SCP
Senior Manager HR & Compliance - Gul Ahmed Textile Mills Limited



Summaira Faisal
Manager- Human Resources
Pakistan Poverty Alleviation Fund



Farooq A. Randhawa
SHRM-SCP, HRMP, DLL
Senior Manager Human Resources - Punjab Healthcare Commission



Samir Hamed
HRMP, SHRM-CP, HRBP
HR Supervisor - College of Medicine, United Arab Emirates University



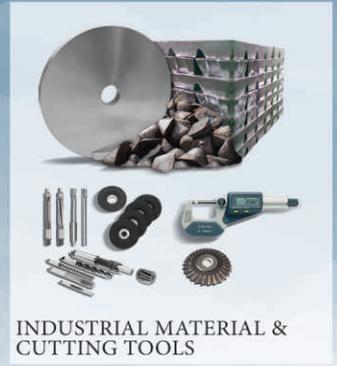
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Manager Talent & Culture
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GE MRI



GE ANESTHESIA MACHINE



GE ULTRASOUND

دل میں اکاؤنٹ کھولنے کے طریقے:

✓ اچھے رویے سے پیش آنا۔

✓ مسکراہٹیں پھیلانا۔

✓ وقت پر لوگوں کے کام آنا۔

الائیڈ بینک بھی رکھتا ہے ایسے ہی
آپ کا خیال تاکہ کھل جائے

آپ کے دل میں ہمارا اکاؤنٹ