

HR Metrics

workforce tomorrow

6th Edition - 2016



SADIA KHAN

Honorary Consul General of Finland

Gender Diversity Index
EPS Approach

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Managing human capital is like
managing portfolio of investments to
accelerate those with highest payoff

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Zahid Mubarak SHRM-SCP, SPHRI, GPHR

CEO HR Metrics

President SHRM Forum Pakistan

Member ISO Technical Committee 260 HR Standards

Chairman National HR Standards Committee Pakistan



CEO's Message

With every passing day, the world is becoming more transparent and accountability driven. As markets compete to attract the capital from world over, organizations are gauged by global investors using various factors that can promote business growth and sustainability. There is a strong correlation between organization bottom line impact and key drives of workforce management including retention index, leadership growth index, succession readiness index, workforce engagement index and HR ROI.

In view of emerging global HR competency model by Society for Human Resource Management and HR standards by ISO, the human capital management is becoming more scientific and measurement based. Managing human capital is like portfolio of investments to accelerate those with highest payoff. HR Metrics resolves to continue facilitating organization in using "impact" oriented tools to leverage workforce productivity and financial performance.

I am happy that release of 6th edition of this magazine is coinciding with "Gender Diversity & Inclusion Conference". Diversity Value Index is something that can be co-related with better earning per share and social benefits. Unfortunately Pakistan stands 141 out of 142 countries on gender gap as per World Economic Forum Report 2014. It is our collectively responsibility to work for this cause for a more inclusive society and better economic prospects for the organizations, industry and the country.

A handwritten signature in black ink, appearing to read 'Zahid Mubarak', written over a horizontal line.

why HR Metrics

As the primary source of economy is shifting from physical to intellectual capital, the role of HR is becoming increasingly critical to the overall success of the organization.

In today's business market, depending upon industry, up to 57% of operating cost in organizations goes to human capital management. In an increasingly dynamic environment led by cost-cutting and tight budget justification, the role of HR is increasingly becoming critical to

the organizational success.

Numbers are the universal language of business as they are expressed in the unit, which is easily understandable. Business leaders prefer to take decision on measurable and verifiable data. HR's traditional model of using gut feeling and impulsive emotions for workforce decision making is woefully inadequate. A key responsibility of HR is to articulate the logical connections between progressive HR practices and

organizational performance, and demonstrate those connections with data and ratios.

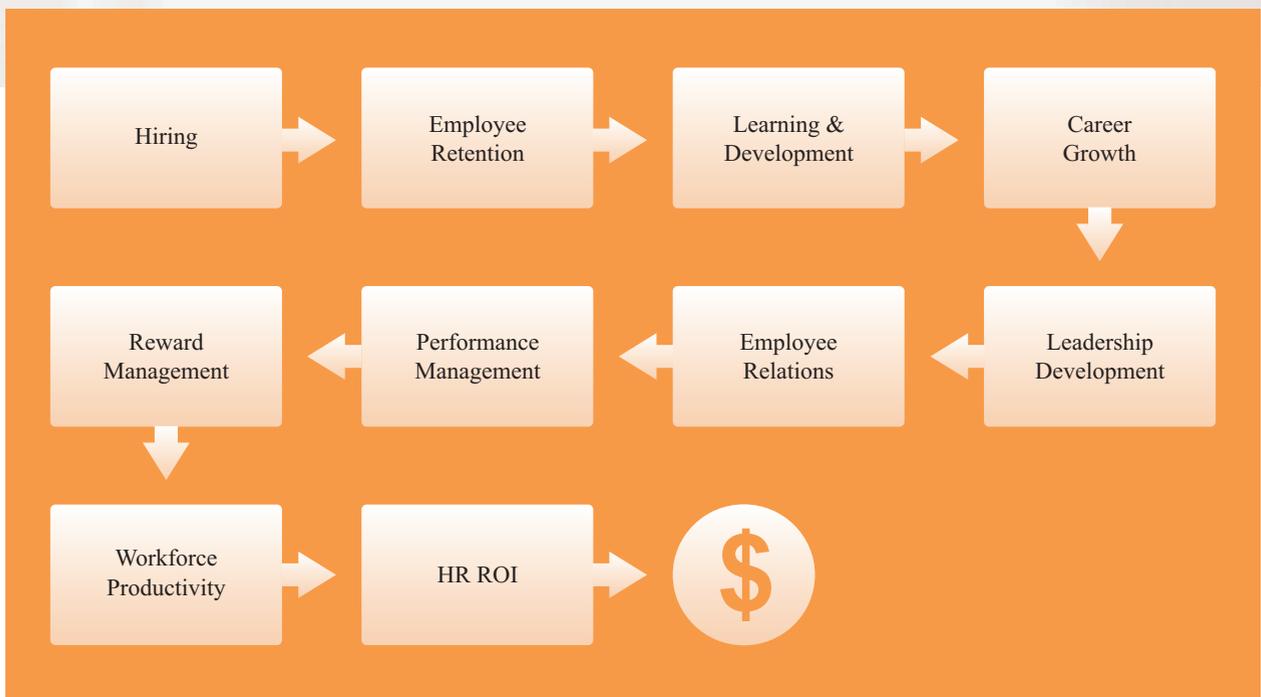
Shareholders and CEOs measure results. They are interested to know how the investment in human capital impacts the top and the bottom line of the organization. HR leaders are expected to use rigorous, logical, and principles-based framework for showing connections between human capital investments and organizational success.

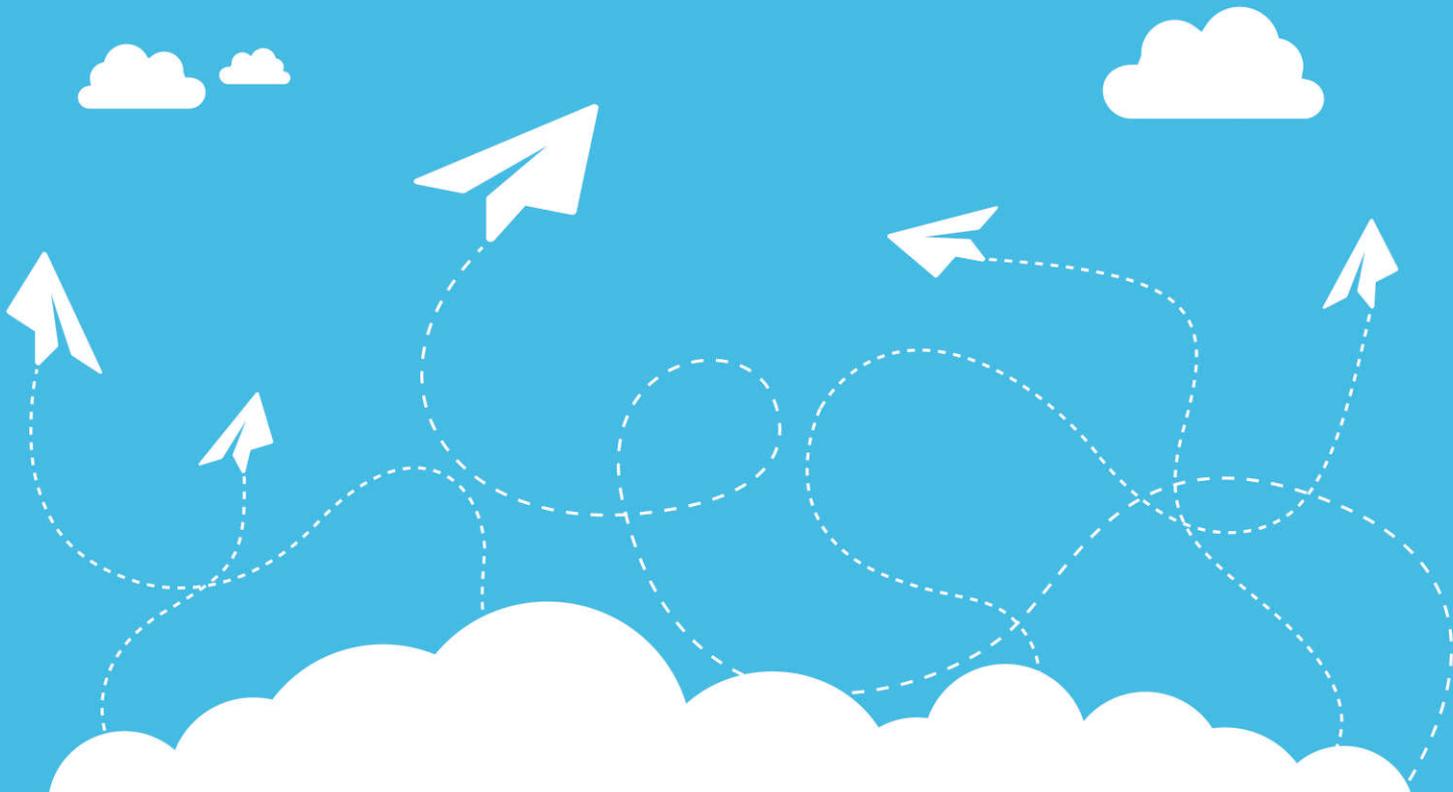
“Business Leaders judge HR strategic role NOT on be the basis of emotions or activities, but by the impact of their actions on the business, which is always measured in financial terms.”





areas of HR measurement





how are we different?



HR Metrics Consulting is pioneer in South Asia for introducing evidence based analytical frameworks for workforce management to leverage employees' performance and organization productivity in verifiable measurable terms. We provide consulting, training, benchmarking and technology support to meet organization change imperatives.

HR Metrics enjoys a unique

distinction of being approved partner with SHRM USA www.shrm.org (The world largest HR association) for global HR certifications 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.

Our Strategy

Vision

Our vision is to optimize industrial productivity through fact based analytical frameworks in workforce management decisions.

Mission

- We provide customized human capital management tools to leverage workforce productivity for sustainable organization and employees' growth.

Core Values

- Focus on HR effectiveness and visible impact on bottom line.
- Use cutting edge people performance optimization tools.
- Data driven solutions supported by local industry research.

HR Strategic Transformation

This intervention can help HR transformation from conventional head count management to predictive HR analytics to serve needs of employer and employees.





Certificate Course

Using HR Metrics to Drive Business Results

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

Key Features

- 6 modules comprising of 60 hours of virtual learning in 30 sessions
- Flexibility to pick and choose modules relevant to your job scope
- Module 1 is mandatory for all participants
- Connect virtually from any part of the world at 5.30 PM (GMT +5.00)
- Recording of lectures available, if you miss a session
- Practical case studies and real assignments to enhance job performance
- Approved for 60 recertification credit for SHRM-CP/SCP by SHRM USA
- A must course for HR professionals on induction, promotion and rotation
- Highly affordable fee US 30 \$ per session
- Discounted fee US 600 \$ for subscribing to all 30 sessions

Measurable HR practices

Faster
product
development

Improve
customer
service

Increase
market
share

Boost
share
price

Course Introduction

Business Executives judge HR strategic role NOT on 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 and CEOs measure results. They are keen to have rigorous, logical, and principles-based framework for seeing the connections between human capital investments and organizational success.

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.

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.



Facilitator

Zahid Mubarik

SHRM-SCP, SPHRi, GPHR

Zahid Mubarik is the CEO HR Metrics. He is Founder Leader SHRM Forum Pakistan and Chairman Pakistan National Committee HR Standards. Zahid served as Member Special Expertise Panel HR Measurement Metrics SHRM USA www.shrm.org. He was the only HR professionals from South Asia, who became member of ISO Geneva Technical Committee 260 HR Standards and played leading role in designing human capital measurement metrics for global HR standards during meetings at Washington during 2011, Melbourne 2012 and Amsterdam 2013 and Paris 2014. A strong proponent of measurement and evidence based management; he introduced Human Capital Measurement Metrics in market leader business entities. An internationally acclaimed thinker, writer and speaker, Zahid has spoken extensively at global and national conferences. His analytical HR papers and expert talks have been featured by international and national media including Microfinance Gateway World Bank Washington, CNBC, Daily Dawn and Business Recorder.

Course Outline

MODULE - 1

ESSENTIALS OF BUSINESS & FINANCIAL ACUMEN FOR HR

Session 1

- Role of HR in shareholders' wealth creation cycle
- Primary and secondary functions in organization value chain
- Role of accounting and finance
- How to analyze balance sheet, income and cash Flow statement.
- Financial ratio analysis: cost benefit analysis, breakeven, profit margin and ROI framework.
- Question, comments, practice and brainstorming

Session 2

- Compounding and discounting Interest Rate for HR investment
- Four levels of sophistication in numbers analysis
- Measure of central tendency in data (Mean, Median, Mode, Quartiles, Percentiles, Range)
- Business communication tools (Histogram, Scatter Diagram, Pareto Chart, Gantt Chart, PERT)
- Question, comments, practice and brainstorming

Session 3

- Introduction to HR Metrics
- Human capital measurement metrics model
- Developing a strategy for HR metrics
- Principles of HR Metrics
- How to avoid pitfalls in HR measurement
- Question, comments, practice and brainstorming

Session 4

- Difference between data, metrics and analytics
- Converting intangible data into tangible financial outcome
- Difference between activity and outcome measurement
- Gap analysis and benchmarking technique
- Question, comments, practice and brainstorming

MODULE - 2

HIRING AND RETENTION METRICS

Session 5

- How to develop employment brand for sustainable talent flow
- How to measure employment brand
- How to measure opportunity cost of unfilled vacancies
- How to measure time to hire
- How to improve time to hire to save foregone revenue
- Question, comments, practice and brainstorming

Session 6

- How to measure new hire performance quality
- How to measure new hire retention quality
- How to measure cost per hire
- Best practices for effective onboarding and retention
- Question, comments, practice and brainstorming

Session 7

- How to analyze talent supply chain to minimize wastage
- How to benchmark and surpass industry standards in recruitment
- How to make ROI driven business case to improve hiring process
- Question, comments, practice and brainstorming

Session 8

- Retention of high performers is critical for business continuity
- How to measure voluntary and involuntary turnover
- How to measure opportunity cost of voluntary turnover
- Question, comments, practice and brainstorming

Session 9

- How to analyze turnover in industry context for benchmarking
- Tips for improving retention
- Making a ROI driven business case for retention programs
- Question, comments, practice and brainstorming

MODULE - 3

LEARNING AND DEVELOPMENT METRICS

Session 10

- Globally successful model for instructional system design
- How to align need assessment with business outcomes
- Question, comments, practice and brainstorming

Session 11

- How to set training objectives for measurable impact
- Key steps in training design, development, implementation
- Question, comments, practice and brainstorming

Session 12

- Training evaluation-level 1: learning feedback index
- Training evaluation-level 2: learning comprehension index
- Question, comments, practice and brainstorming

Session 13

- Training evaluation-level 3: learning transfer to workplace Index
- Training evaluation-level 4: learning impact on business Index
- Question, comments, practice and brainstorming

Session 14

- Training evaluation-level 5: learning ROI index
- Question, comments, practice and brainstorming

Session 15

- How to measure training hours per person
- How to measure training cost per person
- How to measure internally trained index
- Industry trend in L&D benchmarks
- How to make a ROI driven business case for L&D programs
- Question, comments, practice and brainstorming

MODULE - 4

CAREER AND LEADERSHIP GROWTH METRICS

Session 16

- Career planning and development framework
- How to develop competency levels & career ladders
- Question, comments, practice and brainstorming

Session 17

- How to measure promotion and rotation index
- How to measure career growth, career path, churn over index
- Question, comments, practice and brainstorming

Session 18

- Difference between succession & replacement planning
- Key Steps in succession management process
- Succession coverage index
- Succession readiness index
- Question, comments, practice and brainstorming

Session 19

- How to measure leadership quality
- How to measure leadership depth
- How to measure home grown talent index
- Question, comments, practice and brainstorming

MODULE - 5

WORKFORCE RELATIONS AND ENGAGEMENT METRICS

Session 20

- From firefighting to fire prevention in employee relations
- How to develop measurable grievance policy
- How to measure grievance handling time & resolution index
- Question, comments, practice and brainstorming

Session 21

- Business benefits of work life balance and employee assistance programs
- How to measure workplace accident index
- How to minimize litigation liability through HSE measures
- Question, comments, practice and brainstorming

Session 22

- Employee absenteeism costs 9% of monthly payroll in USA
- Negative impact employee absenteeism on business
- How to measure employee absenteeism
- Managing employee absenteeism to leverage productivity
- Question, comments, practice and brainstorming

Session 23

- Concept of presenteeism at workplace
- Business consequences of disengaged employees
- How to measure and improve employee engagement
- How to determine financial impact of employee engagement
- Question, comments, practice and brainstorming

Session 24

- Diversity moving from demographic report to business necessity
- How to measure diversity value index
- Developing a D&I strategy
- Question, comments, practice and brainstorming

Session 25

- Key metrics for assessing employee demographic
- How to assess organization structure with HR metrics
- Question, comments, practice and brainstorming

MODULE - 6

EMPLOYEES PERFORMANCE AND ORGANIZATION PRODUCTIVITY

Session 26

- How to determine organization performance critical success factors
- How to map organization CSFs in workforce performance
- Question, comments, practice and brainstorming

Session 27

- Mechanism for objective setting, review and appraisal
- How to measure employee performance index in terms of volume, time, cost, quality, user satisfaction and impact
- Question, comments, practice and brainstorming

Session 28

- How to measure workforce productivity and business performance
- How to analyze operating cost, revenue and profit after tax per employee
- How to compare industry benchmarks in cost, revenue and profitability
- Question, comments, practice and brainstorming

Session 29

- How to link employee rewards with organization outcome
- How to rate and rank employee performance
- Question, comments, practice and brainstorming

Session 30

- How to measure HR to operating cost ratio
- How to measure hiring to HR cost ratio
- How to measure training to HR cost ratio
- How to measure compensation to HR cost ratio
- How to measure salary to compensation ratio
- How to measure HR to organization employees ratio
- How to benchmark and surpass industry standards
- Contextual factors to consider in HR benchmarking
- Question, comments, practice and brainstorming
- Summary and conclusion

Organizations which have transformed to HR Metrics to drive business results



For more details:

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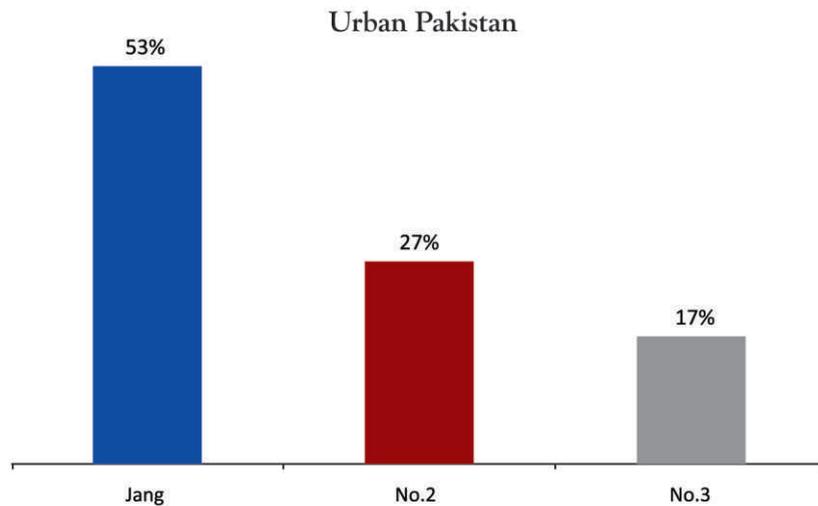
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According to the latest CMi Study released by Ipsos MediaCT, **Daily Jang** is the undisputed leader in Urban Pakistan with a readership of **53%** and yes, this is **twice that of the No.2** newspaper.

Moreover, 90% of the newspaper readers across the 3 metros read a Jang Group newspaper to shape their opinions. This is what makes Jang the first choice for your media plans.



CHRO Network Human Capital Benchmarking

Why Benchmarking?

Human capital benchmarking is one of the indispensable tools that organizations can use to measure HR financial investments and leverage corresponding workforce productivity with respect to peer companies. By using the benchmarking data in right context, the organizations can transform HR strategy to achieve and surpass industry performance standards.

Traditionally in HR, the measurement was used in salary & benefits only (input measurement), whereas progressive companies now use metrics for measuring HR output as well. At strategic level, few critical HR metrics like employer brand index, workforce retention index, competency index, leadership depth index, succession readiness index, workforce productivity

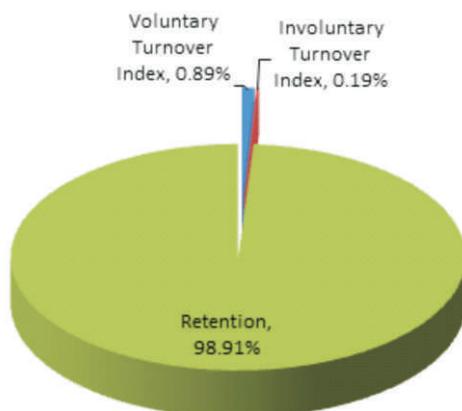
index and HR ROI index; have a huge consequential impact on organization bottom line.

Human Capital Benchmarking Report Feb 2016

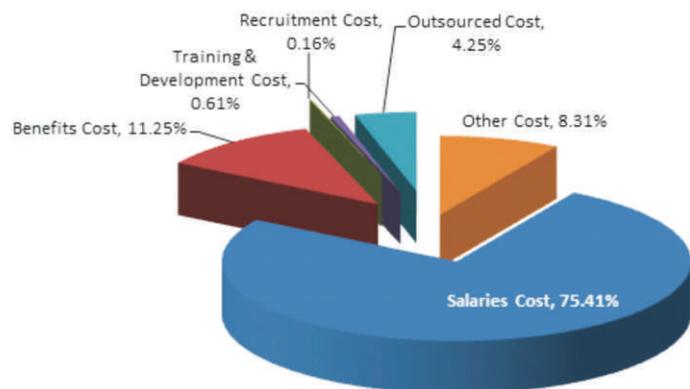
This report is based on aggregate data of companies, who participated in this survey. It is not industry specific. The information in this report is designed to be a tool to help you evaluate decisions and activities that affect your organization's human capital. When reviewing these data, it is important to realize that business strategy, organizational culture, leadership behaviors and industry pressures are just a few of the many factors that drive

various human capital measures. For example, an industry that generally hires non skilled workers, such as construction, may have less costly benefits packages than the high-tech industry, which hires specialized knowledge workers. This is because organizations in the high-tech industry may need to have richer, more attractive benefits plans to make them more enticing to "hard-to-find" knowledge workers. Absolute measures are not meaningful in isolation—they should be compared with one or more measures to determine whether a satisfactory level exists. Other measures, for example, might be your organizations past results in this area or comparatives based on organizational size, industry or geographic location.

Workforce Retention Industry Median Trend Feb-2016



Workforce Cost Management Industry Median Trend Feb-2016



Hiring Metrics

	Q1 / P25	Q2 / P50	Q3 / P75
Cost per Hire Index	7,978	10,800	60,000
New Hire Turnover Index	0.12%	0.45%	0.78%
New Hire Performance Index	2.92	3.18	3.51
Recruitment Cost to HR Cost Index	0.07%	0.13%	0.21%
Recruitment Yield Index	2.68	3.33	3.77
Net Hire Index	0.76	1.25	1.28
Unfilled Vacancies Index	1.55%	2.51%	3.73%

Retention Metrics

	Q1 / P25	Q2 / P50	Q3 / P75
Total Turnover Index	0.80%	0.98%	1.58%
Voluntary Turnover Index	0.61%	0.89%	1.28%
Involuntary Turnover Index	0.08%	0.19%	0.60%

Training & Development Metrics

	Q1 / P25	Q2 / P50	Q3 / P75
Training Cost to HR Cost Index	0.43%	0.57%	0.89%
Training Hours per Employee Index	4.00	4.12	13.88

Leadership Development Metrics

	Q1 / P25	Q2 / P50	Q3 / P75
Promotion Index	0.35%	0.64%	0.92%
Rotation Index	0.23%	0.38%	0.92%
Career Growth Index	0.23%	0.98%	1.85%
Churnover Index	0.23%	1.03%	1.91%
Internally Hired Index	18.18%	42.47%	58.97%

Employee Relations & Demographics Metrics

	Q1 / P25	Q2 / P50	Q3 / P75
Employees per Manager Index	4.4	12.9	23.7
Female Employees Index	5.6%	8.6%	13.0%
Female Managers Index	3.2%	7.2%	11.7%

	Q1 / P25	Q2 / P50	Q3 / P75
Workforce Average Age	31.0	32.5	35.5
Workforce Average Service	3.3	5.1	9.2
HR to Organization Employees Index	0.83%	1.13%	1.77%
Grievance Resolution Index	94.4%	96.3%	98.1%
Grievance Handling Time Index	29.5	33.0	36.5
Separations Clearance Time Index	12.5	15.0	25.0

Human Capital Cost Metrics

	Q1 / P25	Q2 / P50	Q3 / P75
HR Cost to Operating Cost Index	49.9%	50.5%	51.1%
HR Cost per Employee Index	58,376	66,852	91,409
Compensation Cost to HR Cost Index	86.2%	95.2%	99.3%
Compensation Cost per Employee Index	50,310	63,676	67,462
Salary to Compensation Cost Index	87.2%	92.5%	95.1%
Benefits to Compensation Cost Index	4.9%	7.5%	12.8%

HCM Analytics Software

Why HCM Analytics

Traditional HRMS' provide, basic HR logistical data like no of people hired, trained, paid, surveyed or appraised. This type of data is more of "accounting" of HR and being transactional, is of little value to business leaders in making informed decision pertaining to workforce management.

HCM
Analytics

Anyone can generate 50 or more metrics but to demonstrate to the business that X percent increase/decrease in an human capital management factor corresponds to Y percent increase/decrease in business performance, takes its toll and effort. Only vital few measurements make the difference.

The difference between HCM Analytics and traditional HRMS is just like finance and accounting. HCM Analytics is a web based software to measure, predict and leverage workforce productivity drivers for better ROI on human capital investment. Details at www.hcmanalytics.net

Developing Measurable KPIs for Verifiable business impact

Common Issues in Traditional Performance Management System

Organizations' performance KPIs are always in measurable terms, but when it comes to employees' KPIs, except for sales and operations; all other employees' KPIs are:

- Like a narrative or description with a weak line of sight with organization KPIs.
- Measurement is focused on “job activities” and “personal attributes” rather than “performance outcomes”.
- Appraisal is based on subjective phrases rather than job “job impact”
- There is no “passing score” to validate

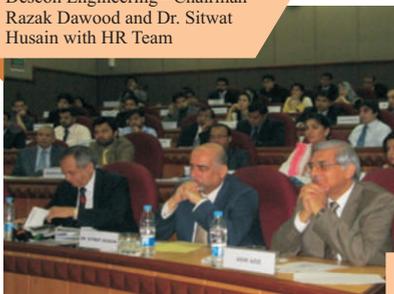
Implications

- Line managers do not have a tool to distinguish between star performers and dead wood.
- Employees' performance bell curve is overly inflated and it does not correspond with organization performance.
- Blame game between HR and line on performance ratings and rewards.
- Resentment and frustration by high performers results in grievances, degradation of morale, resulting in loss of pivotal talent.
- Line managers losing faith in objectivity and credibility of HR management system.



Client organizations

Descon Engineering - Chairman Razak Dawood and Dr. Sitwat Husain with HR Team



Orix Leasing CEO Teizoon Kisat with C Suite Executives



ICAP Karachi C Level Executives



Searle Pharma C-Suite Executives



Ernst & Young Ford Rhodes Sidhat Hyder Pakistan



Contents

- Analyzing Organization's vision, mission, long terms goals and annual objective
- Identifying organization critical success factors to be embedded into employees KPIs.
- Measuring volume, cost, time, quality and outcome of employee performance in numeric terms.
- Using rationale for awarding % weightage to each factor.
- Determining baseline performance on the basis of historic data.
- Calculating composite performance score for appraisal and development.
- Calculating workforce performance index and organization financial performance Index

Recommended for Heads, Managers and Supervisors from all functions, who are responsible to set KPIs for their department/team.



Developing HR Business Case by using Financial Payback Frameworks

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.

How to Fail at HR Analytics in 7 Easy Steps

This article was published in SHRM Magazine and has been reproduced

A 'leading loser' shares what he learned the hard way—so you won't have to.

By Mark Berry

We all make mistakes. I try to learn from mine and, on occasion, I've even been known to share the lessons with others. But acknowledging my blunders to a few close confidantes is not the same as disclosing them to several hundred thousand HR professionals.

So imagine my ambivalence when HR Magazine approached me with the idea of describing my greatest mistakes leading the build-out of a talent analytics initiative at ConAgra Foods, a Fortune 200 company. I was mortified ... and, at the same time, intrigued.

Anyone who knows me is aware that I hate to lose. But I have to admit it:

In 2014, the same year I received several national commendations for my work in talent analytics, I was also (in my estimation) one of the "leading losers" in the field. That's because I failed to ensure that my vision, strategies and initiatives were aligned with those of my organization.

Where, specifically, did I miss the mark? In reflecting on that, I categorized my pitfalls as seven key actions. So, if you also want to be a loser—or to avoid being one—consider the following recipe for failure.

1. Position your program as strategic even if you've done nothing that qualifies it as such. In the interest of securing resources, HR analytics leaders often seek to position what they are doing as strategic when it's not—or at least, not yet. You see, strategic is not realized by decree.

Don't get me wrong: It's good to aspire to be strategic. Just don't allow your aspirations to outpace your capabilities. In other words, don't be like the person who decides to run a marathon simply because he was able to finish a 5K. While it's not impossible to reach your goal, it certainly isn't likely.

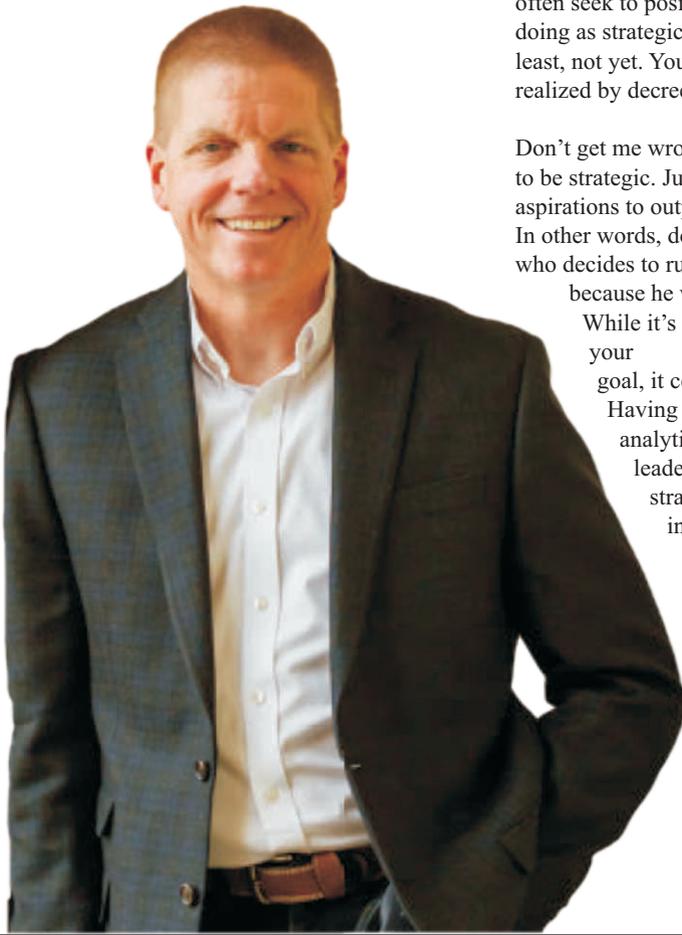
Having said that, any good HR analytics leader should have a realistic strategy outlined and key initiatives identified. Start by looking to leverage analytics to address critical business issues, particularly those of great concern to senior leadership.

In my current role, the challenge is retention, especially with more-junior talent. Fortunately, this is a problem that analytics can play a real role in solving—by providing benchmarks to show how we compare to competitors, identifying reasons for attrition and using our metrics to measure the impact of appropriate interventions.

2. Focus on the solution before defining the problem. In many cases, HR analytics programs arise out of an effort to replace legacy HR scorecards or dashboards. In other instances, the "business case" for analytics is prompted by something else, such as the need to internalize an employee survey, evaluate the impact of existing HR programs, or use data to reduce costs, bolster productivity or improve safety. While these are all good goals, they take HR analytics leaders away from a more important task—providing evidence-based answers to the most compelling questions facing business leaders.

Previously, I made the mistake of investing time and money in analytics before thoroughly probing which business problems we should be solving. Why did I do this? Because leaders seemed to be more comfortable with replacing existing tools than focusing on critical issues—and I was a co-conspirator in the process.

In my current role, I've taken a different tack: I no longer view using analytics as a strategic initiative in itself. Rather, it is an important enabling technology for our organization to leverage as we seek to address key challenges. If we want to maximize the impact of your program, you'll do the same.



3. Invest most of your resources in technology rather than partnering with the right vendor. “Build vs. buy” is always a complex path for businesses to navigate, and I believe too many organizations fail to weigh their options carefully. Instead, they put blind faith in the notion that the answer will come in the form of building out their own technology infrastructure— in other words, spending a lot of money.

The truth is that many of today’s tech vendors want to help their clients address the challenges they face. Rightly positioned and properly executed, partnerships with vendors will pay a multiplier several times greater than the return on investment in your own technology.

By taking this approach, you’ll also minimize the likelihood that HR analytics will get flagged as a major expense that winds up on the budgetary chopping block. I wish I had understood that better in my previous roles.

4. Hire experts before they demonstrate any expertise. Who hasn’t at one point or another been persuaded that all of their problems will be solved with the magical help of just the right professional authority? Through trial and error, I’ve come to realize that so-called experts often don’t provide any special insight or answers that I couldn’t have figured out myself in collaboration with my team and the right partners.

In my current position, my plan is to leverage existing HR and IT team members first, along with a small group of vendors that have already demonstrated their capability. In time, our vendors will become invaluable “shadow partners” of our organization’s effort to drive fact-based decision-making in human resources.

Meanwhile, if it turns out that we can truly benefit from retaining a Ph.D. in statistics, organizational or industrial psychology, or some other field, so be it. But I’m going into the process with the

understanding that I don’t need experts to provide relevant, results-focused analytics— and, most likely, neither do you.

5. Accept a role and reporting relationship that compromises your impact and integrity. One of the biggest mistakes I see is when HR analytics are reported to someone other than the CHRO of the company. The organizations that do this have, in my humble opinion, missed the boat.



I’ve come to realize that so-called experts often don’t provide any special insight or answers that I couldn’t have figured out myself in collaboration with my team and the right partners.



A CHRO needs to be able to see— without filtering—what the analytics reveal about key measures directly related to his or her expertise, including recruitment, retention and engagement.

When these metrics go to someone else on the organizational chart, the CHRO cannot ensure that HR’s analytics efforts are understood and supported by the company’s senior leadership team, aligned with the business issues facing the organization, and positioned to provide maximum impact.

If the company claims to be committed to HR analytics, challenge your leaders to demonstrate that commitment by showing their confidence in HR. I failed to do this. It was a mistake.

I could never understand why a CHRO would oversee benefits, compensation, staffing, talent management and a host of other vital functions, but cede analytics to someone else. You shouldn’t either.

6. Delude yourself into believing that others value what you are doing as much as you do. Be realistic about your role in the organization. Your peers may say they’re behind you but, at the same time, they’re fighting for their own programs to be the top priority and hoping that business leaders look to them (not you) for answers to their challenges. That may sound cynical, and it may not reflect the organization in which you work, but it is a common dynamic. Be aware of the

undercurrents swirling around you. “Losers” lack that savvy.

7. Believe your own press. During my stint as an HR analytics leader, I was privileged to garner a great deal of attention from peers and the press. Unfortunately, I came to believe what I was reading— that I was a pioneer in a quickly growing field.

But despite the hype, the fact remains that very few Fortune 500 companies have dedicated HR analytics resources. While the impact of using metrics may be significant, their value in the market is still limited. Believing otherwise virtually guarantees that you will lose—just like I did.

Mark Berry is vice president of human resources at CGB Enterprises Inc. in Covington, La. He is former vice president of people insights at ConAgra Foods.



About SHRM



Founded in 1948, the Society for Human Resource Management (SHRM) is the world's largest HR membership organization devoted to human resource management. Representing more than 275,000 members in over 160 countries, the Society is the leading provider of resources to serve the needs of HR professionals and advance the professional practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab. SHRM forums exist in 11 countries including Pakistan.

Benefits of SHRM Membership

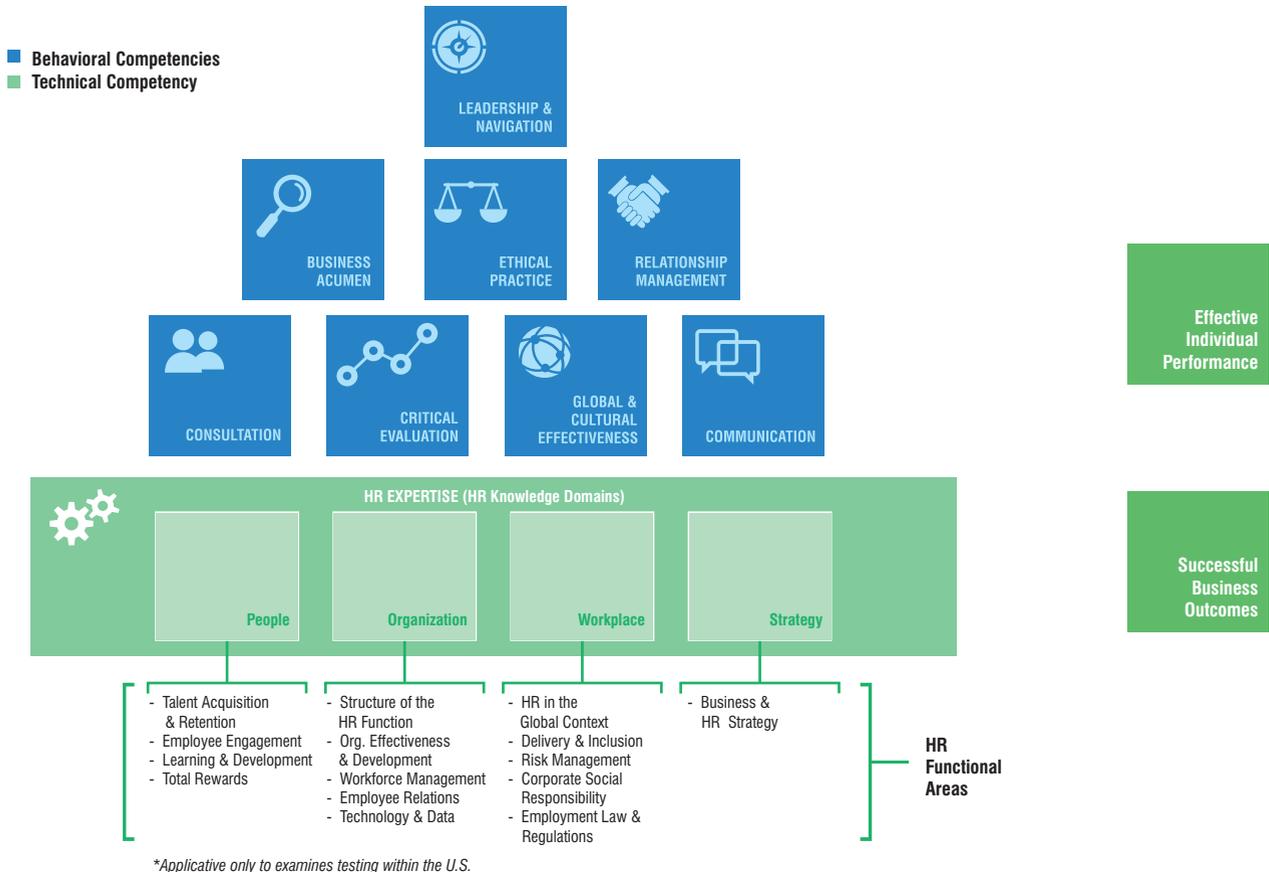
- Ask an HR Advisor Service
- Free weekly webcasts
- Federal Compliance Resources
- HR Magazine & E-newsletters
- Online discussion groups
- Discounts on all SHRM educational offerings
- Discounts on SHRM
- 324 Interview Questions
- 798 Job Descriptions
- 337 Sample Policies
- 153 Spreadsheets & Calculators
- 570 Forms

SHRM 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.

SHRM body of Competency & Knowledge



Benefits of Certification

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.

1. 97% of fortune companies have certified HR professionals as earning HR Certification sets you apart
2. Makes your resume stand out from other job applicants - One out of two recruiters prefer those with HR certification.
3. Earns recognition from your organization - Business leaders find HR certified professionals to be more self-motivated.
4. They can open doors for

professional advancement, serve to harmonize standards with changing expectations and signal to employers advanced professional development. We believe SHRM certification will become the new standard for HR professionals around the globe.

5. Connects you to an elite network of motivated HR professionals around the globe - More than 60,000 certified HR professionals work in more than 160 countries.

Types of Certifications and Eligibility Criteria

Two new certifications, SHRM Certified Professional (SHRM-CP) and SHRM Senior Certified Professional (SHRM-SCP)

	Less than a Bachelor's Degree		Bachelor's Degree		Graduate Degree	
	HR Degree	Non-HR Degree	HR Degree	Non-HR Degree	HR Degree	Non-HR Degree
	3 Years in HR Role	4 Years in HR Role	1 Years in HR Role	2 Years in HR Role	Currently in HR Role	1 Years in HR Role
	6 Years in HR Role	7 Years in HR Role	4 Years in HR Role	5 Years in HR Role	3 Years in HR Role	4 Years in HR Role
	A SHRM-CP Credential Holder is eligible to sit for SHRM-SCP exam after successful completion of one three-year SHRM-CP recertification Cycle					

Preparatory Classes Schedule (for the year 2016)

19 Nov-24 Dec 2016 (6 consecutive Saturdays)

Timings: 9 am-5 pm

Karachi, Lahore, Islamabad.

Course Pack

- SHRM Modules (Original Books)
- Access to SHRM learning system
- Tuition classes by certified instructor
- Certificate of Participation by SHRM - USA

Exam Schedule

SHRM offers examination in two windows;

- Spring Window (1 May to 15 July)
- Winter Window (1 December to 15 February)

For more details please visit www.shrmcertification.org

6 Reasons

WHY YOU SHOULD PURSUE SHRM-CP OR SHRM-SCP CERTIFICATION



1 The SHRM-CP and SHRM-SCP credentials are state-of-the-art certifications offered by the Society for Human Resource Management (SHRM), the world's largest HR membership organization and the industry leader in HR professional development. For more than 60 years, SHRM has supported more than 100,000 employers representing 140 million employees worldwide.

2 The SHRM certification exams test your knowledge AND how you use that knowledge to demonstrate your proficiency as a business leader.

3 The SHRM certification program was created to meet the needs of employers worldwide, driving business through the globally recognized competencies for HR professionals around the world. This is achieved through critical thinking, practical application and real-world experience.

4 Over 90,000 HR professionals have earned their SHRM-CP or SHRM-SCP. To date, more than 4,500 employers are seeking SHRM credential-holders every month. This includes Fortune 500 organizations from every sector and industry.

5 SHRM's recertification program provides a broad scope of eligible recertification activities, allowing you to determine your professional development needs based on your specific career path.

6 SHRM certifications directly link to on-the-job scenarios and realistic work situations, making them the most relevant certifications available for HR professionals. Over 60 percent of examinees say the SHRM-CP and SHRM-SCP exams are more job-relevant than any other HR certification.

"The SHRM Certification program is a must-have for HR professionals. HR is more than knowing laws and policies; it's about applying concepts and demonstrating an understanding of the HR practice. The SHRM Certification program is built around the competencies and knowledge and, more importantly, the practices that make HR work—which is what employers demand from HR professionals today's fast-paced workplace".

John Acardo, MBA, SHRM-SCP
Director, Human Resources, Kishwaukee College
Malta, IL

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Company Limited
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Fatima Sugar
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Fatima Holdings
Limited
A Fatima Group Company

Fatima Energy
Limited
A Fatima Group Company

How SHRM Certification compliments

Pursuit of Professional Excellence



Munib Faruqi: SHRM-CP
Associate Consultant (Sustainability & HR Advisory)
at A. F. Ferguson & Co. (a member firm of the PwC network)

Back in 2004 after completing my A-levels I left for Canada. I took admission in University of Windsor, Ontario, one of the oldest universities in North America since 1873. I completed my Bachelor's degree specializing in Finance and returned to Karachi. I joined a company as a cost accountant working in the finance department. To further enhance my knowledge in 2011 I left for Auckland New Zealand where I started my Masters specializing in Financial Accounting.

Not that I am not good with numbers, I just never felt at home with accounting & finance, I always took a keen interest in human resource and strategic management subjects during my Bachelor's and Master's degree courses. I was really lucky in terms of having a great faculty. My professors never discouraged me on the basis of my specialization, in-fact they always encouraged me saying that an organization as a whole has all functions integrated working as one unit and as a professional one must possess knowledge of operations within all departments.

During my subjects of strategic management working on various research papers I realized that the most important asset of any company is its

human capital, hence managing human capital effectively and to link it with the strategy of the organization is of utmost importance. History is full of cases where organizations despite having strong financial investment and business drive failed because they did not manage their employee engagement & relations effectively. Thankfully now companies worldwide are recognizing the need and importance of HR as a strategic business partner.

My interest in this area led me to work as an assistant on diversity an inclusion project led by Auckland University of Technology and New Zealand Police (Auckland). In order to better serve the citizens coming from various multinational backgrounds the project focused on South Asian immigrants' perception of New Zealand police. It was after this research project and completion of my Masters I joined Queens College in Auckland as a lecturer teaching strategic human resource management. Like a homing pigeon I felt Pakistan calling me and the love for my parents brought me back to Karachi. I joined PwC Pakistan as a consultant in the HR Advisory department. Working with an amazing team I have been involved in providing management solutions to Pakistan State Oil, Pak-Kuwait

Investment Company, Bank of Khyber and Crescent Steel & Allied Production among others.

Knowledge is an evolutionary process which never stops, thankfully on guidance and recommendation of a friend I found out that SHRM has a chapter in Pakistan. I attended their seminar conducted by HR Metrics along with other HR professionals from well reputed companies. The course especially as a consultant appealed to me as it focused on behavioral competencies, HRM global best practices and HR's role in Risk and Environmental management. After enrolling for the SHRM learning system I further learned that the course goes in-depth with HR's role concerning international standards such as ISO 31000, COSO framework, GRI guidelines and UN Global Compact. I would like to thank HR Metrics for facilitating the course providing quality education to organizations in Pakistan to keep pace with global best practices Moving forward I currently enrolled for OHSAS 18001 an international certification for occupational health & safety, now being a certified HR professional with SHRM, I feel very proud in making a contribution towards such developments in Pakistan.

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

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



SHRM Academic Initiative

Academic Initiatives' mission is to help create better-prepared entry-level HR professionals through education, assessment, competencies and internships.

In 2006, the SHRM Board approved an initiative to help the Society define and develop HR education at university business schools across the nation. The programs, services and products that comprise the initiative are long-term investments that help advance the profession. To help students prepare for a career in HR, AI's efforts focus on building a pipeline of well-prepared, entry-level HR professionals through education, assessment, competencies and internships to help students prepare for a career in HR.

Why create an Academic Initiative? SHRM conducted multiple research projects over a period of years to help answer this question. We sought input from faculty teaching HR, employers hiring entry-level practitioners, and students studying HR at the undergraduate and graduate levels. This research informed and endorsed the need for SHRM to establish a position on the future of HR Education. Initially, SHRM's research showed:

- Inconsistency program-to-program in HR education.
- No barriers exists to prevent unprepared professionals from entering the field.
 - o Students' courses of study do not cover all the

topics required to be successful HR professionals in the workplace, according to employers.

- o HR education needs to be anchored within a business context and include concepts/skills taught in a way that help students apply HR learning in a business context.
- o HR professionals shift focus with movement through their career from tactical/functional to strategic at higher levels.
- SHRM needs to provide guidance and influence the future of HR Education:
 - o HR practitioners are increasingly concerned over curriculum issues and are looking to SHRM to provide guidance.
 - o Students seek information from SHRM about selecting universities or courses of study.
- Many entry level HR applicants lack relevant work experience according to hiring managers.
 - o Internships and HR work experience are critical for career- and early-job success.

232 universities across the world have got their HR curriculum validated by SHRM. If you wish to validate your university HR degree curriculum through SHRM accreditation council USA, please contact info@thehrmetrics.com or call 0342-5579160.



GENDER DIVERSITY & INCLUSION

23 April 2016 at The Institute of Bankers Pakistan



This conference is approved for 5.5 Professional Development Credits SHRM-CP and SHRM-SCP recertification

Background

One of the most striking economic events in recent times has been the entry of large numbers of women into the workforce. According to 2015 global research “The Evolution of Work and the Worker” by Society of Human Resource Management (SHRM) and Economist Intelligence Unit, a vast number of women are entering the workforce in many countries. 865 million women, the vast majority from the developing world, will enter the economic mainstream in the decade to 2020, with this number conceivably passing 1 billion in the subsequent decade. With global figures indicating that women now outnumber men in tertiary education (by a ratio of 108 to 100), female participation in the workplace is likely to become increasingly highly skilled. With profound implications for the composition of the workforce, employers will have to become attuned to the idea of embedding diversity and inclusion as part of organization strategy.

Research shows that greater economic equality between men and women reduces poverty rates, boosts GDP and leads to better governance. 2015 McKinsey research report showed that gender-diverse and ethnically-driven companies are more likely to outperform their peers by 15% and 35% respectively. Forbes 2010 study of the stock performance of the 26 publicly traded companies run by women boards discovered that, as a group, they outperformed the market. On average, the 26 companies beat the market by 28% and their respective industries by 15%. Society of Human Resource Management www.shrm.org is the world leader in developing “Diversity Readiness Index” with collaboration of “Economist Intelligence Unit”; a tool that ranks the countries by national diversity, workplace diversity, social inclusion, government inclusion and legal framework.

Pakistan Ranking on Global Gender Diversity Index

World Economic Forum “The Global Gender Gap Report 2014” also positions Pakistan extremely low 141 out of 142 countries. 2012 Forbes report examines the global diversity ranking by countries, sectors and occupation at national level. In advanced countries, diversity particularly the gender diversity growth is rapid. Three countries with the highest percent- age of female workers are Iceland (78%), Denmark (75%) and Norway (71%). Four of the five lowest rates of female economic activity are in emerging economies: UAE (42%), Chile (39%), Turkey (25%) and Pakistan (22%). Pakistan ranking out of 50 countries is:

- Female employment share rank: 49
- Women on board's rank: 38
- Women in parliament rank: 20
- Overall score: 50

Our Vision

Global research shows that that greater economic equality between men and women reduces poverty rates, boosts GDP and leads to better governance. Improvement in gender diversity & inclusion is therefore imperative for Pakistan's economic growth. This is only possible when we set measurable benchmarks supported by specific action plan to improve Pakistan's ranking on Gender Diversity Index within 3 years' time horizon.

Objectives

- HR Metrics is forming Diversity Council, a Think Tank comprising of highly accomplished pro gender leaders from cross section of society; to analyze the issue in Pakistan's context and provide strategic guidance and support to influence policy reforms on equal opportunities. The Council will set measurable benchmarks and plans to bring visible improvement in gender gap at national level.
- HR Metrics is also developing a Diversity Resource Group “DRG” comprising of subject matter experts to provide technical consultation and capacity building of organizations in implementing and evaluating gender diversity and inclusion strategy. DVI Resource Group will
- :
 - o Conduct a research to document local best practices in equal opportunity employers.
 - o Engage highly accomplished women and men to design women mentorship program.
 - o Organize 4 sessions during 2016 covering following:
 - Formulation of gender diversity strategy at organization level.
 - Developing a business case for D&I positioning in organization business strategy.
 - Developing a Diversity Value Index to monitor and evaluate progress.
 - Critical skills for women to overcome glass ceiling phenomenon.

Gender Diversity & Inclusion Conference

Diversity Value Index Conference is planned on 23 Apr 2016 at IBP Karachi. The conference will also include awards for organization having equal opportunity policies and equitable gender ratio in workforce. Awards will be based on research before the conference. The conference will engage policy makers, highly accomplished business leaders, diplomats and entrepreneurs, sharing local best practices and practical measures that can help in gender mainstreaming for economic growth.



Mr. Zahid Mubarik
SHRM-SCP, SPHR, GPHR
CEO HR Metrics / President SHRM Forum Pakistan



Mr. Effenus Henderson
Chair Diversity & Inclusion Standards
SHRM American National Standards
Institute (through videcon)



Ms. Tahira Raza
President
First Women Bank



Mr. Kimihide Ando
Senior Vice President
Mitsubishi Corporation & Chief Executive
for Pakistan



Dr. Masuma Hasan
President of the Board of
Governors Aurat Foundation,



Mr. Saad Amanullah Khan
CEO
Alamut Consulting



Mr. Michael Foley
CEO
Telenor Pakistan



Ms. Tara Uzra Dawood
President Ladies Fund
Dawood Global Foundation



Ms. Sadia Khan
CEO
Sellar Enterprises



Ms. Fatima Asad-Said
Regional Director
Abacus Consulting



Mr. Leon Menezes
Practitioner
Writer and Professor of Practice IIBA



Ms. Madiha Khalid
CFPD
Head HR Shell Pakistan



Ms. Syma Waleed
Head of Research
Fatima Group



Ms. Khawlah Usman
Director Business,
Institute of Bankers Pakistan

Conference Program

10:30-11:00	Registration
11:00-11:20	Master of Ceremony
11:20-11:40	Address by Deputy Governor State Bank of Pakistan
11:40-12:00	Address by Mr. Zahid Mubarik, CEO HR Metrics/President SHRM Forum Pakistan
12:00-12:20	Address by Effenus Henderson: Chair Diversity & Inclusion Standards SHRM ANSI USA
12:20-12:40	Address by Ms. Sadia Khan, Honorary Consul General of Finland in Karachi
12:40-01:00	Q&A Session
01:00-02:00	Lunch and Prayer Break

02:00-03:20 Panel Discussion: Equal Opportunities for Women

One of the most striking economic events in recent times has been the entry of large numbers of women into the workforce. According to 2015 global research “The Evolution of Work and the Worker” by Society of Human Resource Management www.shrm.org (SHRM) and Economist Intelligence Unit, a vast number of women are entering the workforce in many countries. 865 million women, the vast majority from the developing world, will enter the economic mainstream in the decade to 2020, with this number conceivably passing 1 billion in the subsequent decade. With global figures indicating that women now outnumber men in tertiary education (by a ratio of 108 to 100), but the median gender ration in Pakistan business industry is 9%. Female participation in the workplace is likely to become increasingly highly skilled with profound implications for the composition the workforce. The employers will have to become attuned to the idea embedding diversity and inclusion as part of organization strategy following are the discussion area for this panel.

- Evolving role of women at workforce.
- Strategic significance of diversity and inclusion for achieving organization objectives.
- How men can act as allies and champions of development for advancement of women in organization.
- Cultural biases limiting the recruitment, development and promotion of women to top level.
- Local good practices being used by companies for gender balance.
- Critical recommendations for employers to promote equal opportunities.

Panelists:

- Ms. Tahira Raza, President First Women Bank Limited
- Mr. Kimihide Ando, Chief Executive for Pakistan and SVP Mitsubishi Corporation Japan
- Dr. Masuma Hasan, President of the Board Governors of Aurat Foundation
- Mr. Saad Amanullah Khan, CEO Alamut Consulting
- Ms. Khawlah Usman, Director Business, Institute of Bankers Pakistan
-

Conference Program

03:20-04.20 Panel Discussion theme: Gender Diversity is a Strategic Business Imperative

Research shows that that greater economic equality between men and women reduces poverty rates, boosts GDP and leads to better governance. 2015 McKinsey research report showed that gender-diverse and ethnically-driven companies are more likely to outperform their peers by 15% and 35% respectively. Forbes 2010 study of the stock performance of the 26 publicly traded companies run by women boards discovered that, as a group, they outperformed the market. On average, the 26 companies beat the market by 28% and their respective industries by 15% following are the discussion area for this panel.

- Local empirical evidence on more women on board and organization performance.
- Critical competencies for successful women career voyage and common mistakes to avoid.
- Recommendations for family support to facilitate daughters/daughter in law absorbing into job.
- Common pitfalls hindering women career growth to top management and board.
- How women can sustain careers to create a critical mass.

Panelists:

- Ms. Tara Uzra Dawood, President LADIESFUND, Dawood Global Foundation
- Ms. Fatima Asad-Said: Regional Director, Human Capital Excellence, Abacus Consulting
- Mr. Leon Menezes, Senior Practitioner, Writer and Professor of Practice IBA
- Ms. Samia Liaqat Ali Khan, Group Head, Pakistan Poverty Alleviation Fund.
- Ms. Madiha Khalid CIPD, Head HR Shell Pakistan
- Ms. Syma Waleed Head of Reward Fatima Group

04.20-04.40 Address by Mr. Michael Foley, CEO Telenor Pakistan

04.40-05.10 Diversity Value Index Awards

05.10-05.30 Summary of Discussion & Note of Thank

05.30 Hi-Tea and closing



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Past Progress on Gender Diversity & Inclusion Initiative

Consular Generals Roundtable on Diversity and Inclusion



In order to gather ideas on gender diversity and inclusion global best practices, the HR Metrics and SHRM Forum Pakistan in collaboration with Ladies Fund (Dawood Global Foundation) organized round table discussion at Swiss Consulate Karachi on 31 Mar 2015. Following eminent Consular Generals shared valuable insight regarding their country best practices on gender diversity and inclusion:

1. Brian Heath, Consular General of United States of America in Karachi.
2. Gill Atkinson, Deputy Head of Mission I British Deputy High Commission
3. Emil Wyss, Consular General of Switzerland (Host)
4. Francois Dall'Orso, Consular General of France
5. Akira Ouchi, Consular General of Japan
6. Oleg N. Avdeev, Consular General of the Russian Federation
7. Hadi Santoso, Consular General of Republic of Indonesia.
8. Charmaine H. Hidayataullah, Consular General De Monaco
9. Noor-E Helal Saifur Rahman, Deputy Hight Commissioner Bangladesh
10. Naheed Irshaduddin, Honorary Consular General of Denmark
11. Sadia Khan, Honorary Consular General of Finland
12. Laila Jamil, Senior Consultant Business Development, British Council
13. Kimberley D'Souza, Secretary General of Switzerland.
14. Tara Uzra Dawood, President Ladies Fund, Dawood Global Foundation
15. Rukhsana Asghar, CEO Fulcrum Consulting
16. Zahid Mubarik, President SHRM Forum Pakistan/Chairman HR Standards Pakistan.

President SHRM USA speaks to Pakistan on Diversity and Inclusion

Henry G. Jackson, President and CEO Society for Human Resource Management USA also addressed the distinguished guests through video and emphasized the tangible benefits of diversity. To download his remarkable speech, click here. The ideas gathered during the session were documented for developing strategy to improve Pakistan Gender Diversity Index in HRM context.

Year 2015 Best Organizations for Gender Diversity Awards in Pakistan

During Women's Day 2015, Ladies Fund (Dawood Global Foundation) organized awards ceremony at Governor House Karachi for women entrepreneurs and organizations in Pakistan. SHRM Forum recommended three organizations including Telenor Pakistan, Allied Bank and Pakistan Poverty Alleviation Fund in best category award in Gender Diversity and Inclusion.



Conference Organizer: HR Metrics

The conference is being organized by HR Metrics, which is the Partner of SHRM United States in Pakistan for providing global HR certification. HR Metrics is the workforce productivity consulting center, which provides evidence based analytical frameworks to optimize employees and organization performance. The company is pioneer in introducing result-based key measurable performance indicators for workforce management in South Asia.

About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association representing more than 280,000 members in 170 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. The Society has a history of serving the HR professions around the globe for more than 67 years. More details at www.shrm.org

Participation Fee:

- Rs 15,000 per person
- SHRM/CHRO Network Members: Rs 13,000

For more details, please contact:

051-4939069, 0342-5579160

info@thehrmetrics.com

www.thehrmetrics.com

Gender Diversity

EPS Approach



SADIA KHAN

INSEAD MBA, Yale MA,
Cambridge BA.

Founder CEO Selar Enterprises (Pvt)
Ltd

Honorary Consul General of Finland

- Group Executive Director, DELTA Shipping (Pvt) Ltd, Karachi, Pakistan
- Head of Strategic Management, State Bank of Pakistan, Karachi 2003–2005
- SBP. Executive Director, Securities & Exchange Commission of Pakistan, 2000–2003
- Financial Economist, Asian Development Bank, Manila, Philippines 1996–2000
- Consultant, United Nations Development Program, Islamabad, Pakistan 1993–1994
- Corporate Analyst, Lehman Brothers, New York, USA 1991–1993
- She has served on various boards as an Independent Director including the First Micro Finance Institution, Kashf Foundation, HBL Asset Management, Pakistan Cables, Karandaz, Punjab Board of Investment & Trade, National Testing Service.
- She served as a member of the Global Agenda Council on Pakistan convened by the World Economic Forum during 2012–14.

THE verdict is out. There are no women, in this population of nearly 200 million, competent enough to serve on the board of directors of the State Bank of Pakistan.

Or so the government would like us to believe. Maybe they felt that they had done enough to pacify their female constituency by showing their support for the now 'under review' women's protection act, and forgot their commitment of encouraging gender diversity in the country's principal decision-making bodies.

They had after all deigned to nominate a female member on to the board of the newly created Pakistan Stock Exchange. One wonders though whether the scrutinising gaze of potential strategic investors was a motivating force.

There's little room for working women at the decision-making table.

However, credit must be given where it is due. Apparently, the Punjab government has within the last few years decreed that all its major decision-making bodies are to have at least 30pc female representation. In some cases, many competent women had been inducted onto various boards under the purview of the provincial government.

There is, however, many a slip between the cup and the lip. It is reported that some of them were hampered in the fulfilment of their fiduciary responsibilities by ad hoc meetings convened by management at short notice and without the circulation of proper

working papers. Agenda items brought to the board at the last minute seemed to be for rubber-stamping of decisions presumably already taken elsewhere. Basic knowledge of corporate governance procedures at the implementation level lagged behind the noble intentions of the government. Some of the board members were expected to pay their own way to attend meetings in Lahore!

Many of their male colleagues would be happy to pay through their corporate funds to serve on a board constituted by the government. Even the semblance of proximity to the corridors of power is enough pay back for them. Alas, not so for the women. Finally given the chance to make a difference, such women continue to weigh their contribution to the cause above the personal benefits of

networking. Therein lie the seeds of their own destruction. Maybe the system is not ripe for the higher levels of ethical consciousness believed to be a byproduct of a more diverse board.

A lot has been written about a female revolution in the making. I believe that most revolutions are borne out of economic necessity than ideological beliefs. That economic necessity is fast approaching with increasing number of women participating in the workforce, playing a larger role in household purchasing decisions and investing in the education and health of their families. Recent research estimates almost a

billion working women will enter the economic mainstream within the next decade — the majority from the developing world. At the same time, we have a 2014 ranking of the Global Gender Gap Index that places Pakistan 141 out of 142 countries.

The revolutionaries need to be the cadres of working women who continue to persist in the face of obstacles and yet find no seat at the decision-making table. They not only need to bring along the proverbial folding chair to the tables, but also carry an essential guide to Gender Diversity 101 for their male colleagues.

For their benefit, I have come up with a gender diversity guide — the EPS approach.

Employment: By far the most widely used indicator of gender sensitivity at the workplace. An equal opportunity employer who provides a conducive

environment for women to not only work in, but to rise within the ranks, while balancing the demands of motherhood.

Procurement: A more tricky indicator, but which has been used effectively by large corporates recognising that market access for women entrepreneurs ranks almost as high in their list of obstacles as access to finance. Large global retailers have in the past stipulated a policy of procuring up to 40pc of their merchandise from women run-enterprises.

Services: Useful for exerting peer pressure on your professional services providers — accounting firms, legal advisers, advertising agencies, logistics companies etc — who probably employ a large segment of the female population but seldom elevate them to the position of partners.

I already have a tag line for my new

approach. “Adopt EPS and see your EPS (Earnings Per Share) soar!” It has now been empirically proven that companies with greater gender diversity outperform their peers in almost all financial indicators.

My EPS approach goes beyond the induction of women into the lower cadres of a corporation. It ensures that the mindset of the corporation is set towards ensuring the alignment of its principles of gender parity, across all spheres of its economic activity. For this to happen, we need the decision-makers to comprise at least a few of those with these issues closest to their hearts.

The writer is a former regulator, educator and practitioner of corporate governance.

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Institute of
Business Administration,
Karachi



Center for Executive Education
Institute of Business Administration

Director's Training Program (DTP)

Approved by SECP

Module 1: May 16 & 17, 2016

Module 2: May 20 & 21, 2016

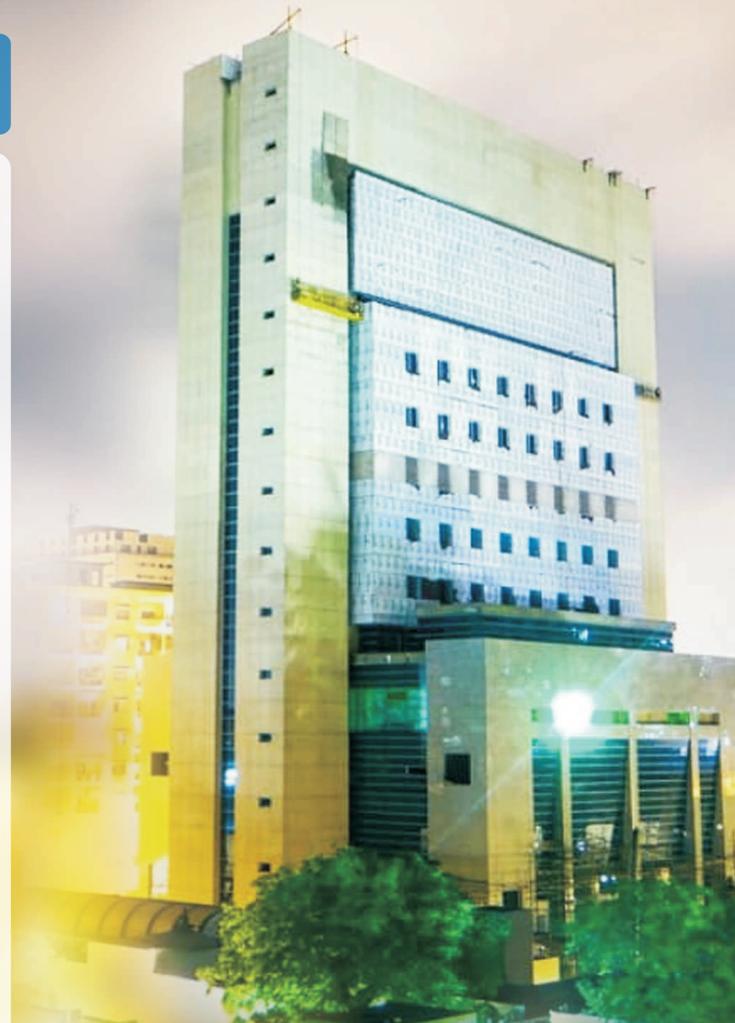
Overview

Directors of listed companies are required to have the certification of Director's Training Program (DTP) under Code of Corporate Governance issued by the Securities and Exchange of Pakistan (SECP).

Boardroom best practice is constantly evolving. Certain industries have specific regulatory and knowledge requirements. This program provides guidance on targeted areas to ensure that Directors of listed companies with specific requirements remain up to date. This program is extensively prepared by subject matter experts and is designed to keep Directors of listed companies abreast of leading trends and practices that promote good governance, protect competitive advantages and prepare for regulatory change.

The program consists of two modules covering the essential regulatory knowledge requirements and broad subject matter awareness expected of Directors of listed companies with local and global best practices.

0900am to 0500pm
Venue: IBA, City Campus



FEES

Module 1: **PKR 90,000/-** per head

Module 2: **PKR 90,000/-** per head

DISCOUNTS

15% discount for participants registering in both modules.

25% discount for IBA Alumni

Fee includes SECP Registration, Course Material, Certificate, Group Photographs, Lunch, Refreshments & Business Networking.

For further details:

Center for Executive Education (CEE)

Tel: (92-21) 38104701 (Ext. 1804, 1807, 1809)

Fax: (92-21) 38103008

Email: ceeinfo@iba.edu.pk

Web: cee.iba.edu.pk

HENDEX ANALYTICS CHECKLIST

Types of Certifications and Eligibility Criteria



Effenus Henderson

President and CEO, HenderWorks, Inc.
Retired Chief Diversity Officer - Weyerhaeuser Company
Federal Way, Washington, USA

- He has over 40 years of experience in a variety of HR roles and has retired as a Chief Diversity Officer at WEYERHAEUSER COMPANY.
- Provided advisory support on diversity to the US FEDERAL GOVERNMENT'S EPA OFFICE, OFFICE OF PERSONNEL MANAGEMENT, US FOREST SERVICE, STATE DEPARTMENT AND THE USDA
- He was a National Delegate for President Barack Obama at the 2008 DEMOCRATIC NATIONAL CONVENTION
- He Addressed General Assembly members of UN on intercultural and interreligious diversity and the UN'S ALLIANCE OF CIVILIZATIONS in Madrid, Spain in 2008, Istanbul Turkey in 2009, Rio de Janeiro, Brazil in 2010, Doha, Qatar in 2011
- He was a keynote speaker at the 9th and 10th FORUM AT FEZ MOROCCO (2012, 2013) and at the 2ND WORLD FORUM on Intercultural Dialogue at Azerbaijan 2013
- He addressed the WORLD HRD CONGRESS IN MUMBAI that honored him for "Outstanding Leadership in Human Resource Management".
- In July 2015, he completed a three-year appointment as a member of EPA'S NATIONAL ENVIRONMENTAL JUSTICE ADVISORY BOARD. He was also appointed by Governor Inslee to the WASHINGTON STATE TASKFORCE on the Employment of People with Disabilities.
- He was named to SAVOY MAGAZINE'S 2010 list of the Top 100 Most Influential Blacks in Corporate America.
- He was the 2010 recipient of the National Urban League's Collins Award for distinctive service and commitment awarded at the National Urban League's Whitney M. Young, Jr. Awards Gala in Washington, DC in July 2010.
- He currently serves as Chair of the Diversity and Inclusion Standards Project sponsored by the Society of Human Resources which will lead to national standards, approved by American National Standards Institute (ANSI) in the areas of lead diversity professional competencies, diversity programs, and diversity metrics. In July 2015, he completed a three-year appointment as a member of EPA's National Environmental Justice Advisory Board. He was appointed by Governor Inslee to the Washington State Taskforce on the Employment of People with Disabilities. He also serves on the Washington State Business Leadership Network Board.
- Professionally, Henderson was named one of the top diversity officers in corporate America by Diversity Best Practices / Working Mother Media and received its first Diversity Officer Leadership Award in 2007. He was among the finalists for the Organizational Resource Counselors (ORC) Peter C. Robertson Award for Equality and Diversity Champions.

Human resource analytics are helpful tools to assess the efficiency and effectiveness of human resources processes, systems, and practices. As more and more companies are placing greater focus on the demographics of their workforces, intentional strategies to assess overall effectiveness are being employed. In the United States a number of metrics are used.

Based on my experience working as a chief diversity officer for a major international company and an advisor to other corporations, non-profits, and government agencies, I offer my "Hendex Analytics Checklist" as a tool to examine and track progress. It can be adapted to fit the unique regulatory requirements and laws in many countries. Twelve assessment areas covering a range of areas are suggested:

1. **TALENT ACQUISITION:** Assess "Placements against opportunities" in jobs and categories that are significantly underrepresented by women or minorities or other regulated categories. When an opportunity to hire in such categories, assess whether the rate is at availability and utilization levels that meet regulatory guidelines (such as US Department of Labor guidelines). If hiring rates are below suggested levels, no progress is being made. Put strategies in place to close gaps.
2. **WORKFORCE CHANGE:** Monitor year-over-year workforce change in the same categories. Are the numbers in those same categories remaining the same or improving? If not, it may be an indicator of higher turnover for the women and/ or minorities in those roles suggesting some intervention strategy. The problem may be related to the work climate, onboarding processes or retention factors (such as a poor supervisor or leader).

3. **WORKFORCE BALANCE:** Analyze the index of the overall workforce diversity in the salaried ranks as compared to those in the production or hourly ranks. Are the percentages relative for each of the underrepresented groups in both the hourly and salaried ranks? If a minority group is well represented in the hourly ranks but not in the professional and managerial levels, it might be a symptom of institutional bias such as internal promotion practices.
4. **WORKFORCE EQUITY:** Evaluate the diversity of diversity to avoid the “favored minority” risk. If a particular group is only represented in staff or hourly positions but not in the higher paying and salaried ranks while another minority group is represented in those positions, it may be an indicator of rising dissatisfaction the less favored minority group. Many high tech firms have higher percentages of Asian, Indian and Immigrant employees in their technical and professional positions as well as the workforce overall.

Many point to these statistics as proof that they have diverse workforces. However, the two largest minorities groups in the US – African Americans and Hispanics may be “missing in action” and not well represented in these positions in relation to availability. The reason many advocates such as the Reverend Jessie Jackson and Reverend Al Sharpton and others are focusing on the industry is that utilization numbers for African Americans and Hispanic workers are demonstrably below expected levels. This is further exacerbated by the fact that many of the firms are located in urban centers where these groups are sizable in numbers and growing. And, they are a growing percentage of their customer base.
5. **PIPELINES TO LEADERSHIP:** Examine the “rate of rise” of underrepresented women and minorities upward into higher-level management and leadership roles (jobs in the top three levels of management). Look at the composition of the top level of management year over year, how has the diversity at these levels changed? Has it improved? Are both women and people of color well represented? How are institutional processes and practices administered to ensure that women and minorities are moving up the corporate ladder? How are underrepresented employees reflected on task forces, in succession planning reviews, and management development programs and processes?
6. **D&I RESOURCE LEVELS:** “Show me the money!” Assess spending levels and resources (FTEs) devoted to creating and sustaining relations with important organizations and associations that have significant pools of this diverse talent that could be tapped. Relationships are important in building trust and the perception that the organization is a “great place to work.”
7. **LEADERSHIP COMMITMENT:** Encourage explicit engagement and demonstrated commitment of the CEO and Board of Directors (by setting the example in its composition) and by its requirement for annual reviews of the organizational diversity and inclusion strategies including as an element of its people review processes but as importantly in its business planning processes.
8. **USE OF ROONEY RULE:** Require diverse candidate slates and diverse selection teams (sometimes referred to as the “Rooney Rule”) in filling positions where there is substantial underutilization of women and minorities. If there is not diversity in the candidate slate, send the hiring manager back to the drawing board.
9. **RISK MITIGATION:** Periodically assess institutional systems, policies and practices to insure they are inclusive (such are recruitment, succession, development, pay equity, selection, etc.). Voluntarily share workforce composition be shared internally and externally on an annual basis. Monitor pay equity issues and address intentionally when gaps are found.
10. **RESPECTFUL BEHAVIOR:** Require participation in mandatory training every two years on topics such as respectful behavior, everyday bias, harassment prevention, and inclusive leadership behavior by all employees including targeted training for leaders and supervisors. Require that senior leaders model participation requirements thereby setting the tone and expectation.
11. **EMPLOYEE ENGAGEMENT:** Support the establishment and sponsorship of employee resource groups (ERGs) whose charter is to support building a more diverse and inclusive culture. ERGs are very important in helping provide feedback on the culture and climate and they serve as valuable forums for employee development and growth, volunteerism, and brand advocacy.
12. **ISSUE RESOLUTION PROCESS:** Provide a rigorous internal issue resolution process as a means for employees to raise issues and concerns about the work place are important. Make it easy for employees to raise issues, present innovative ideas and challenge inappropriate behavior. Ensure retaliation by supervisors and employees is not tolerated.

Effenus Henderson
 effenus.henderson@henderworks.com

360 approach for Gender Diversity & Inclusion

FATIMA ASAD-SAID

Regional Director
Human Capital Excellence
Abacus Consulting



The global conversation on women inclusion and diversity in organizations and communities gains further support and traction as data reinforces the strong link between women participation and economic growth. Not only that, celebrating diversity, whether in our community or the workplace, is one of the main factors that contributes positively towards co-existence and harmony. Women inclusion is not restricted to corporate entities, but must be provided support through a collaborative ecosystem that engages multiple stakeholders. The mindset has to change towards extending the dignity and respect that women deserve. To recognize that women, play a significant role in nurturing future generations, and thereby, directly or indirectly, can transform societies and economies, is the first step.

Of course the challenges remain due to various reasons including cultural and societal norms, educational opportunities, health support, legal infrastructure, and facilities to support child care. In many countries, women remain the main caregivers to children and elders. Coupled with the challenge of delivering high performance at the

workplace, women require flexible and nurturing environments that engage rather than build stress or marginalize. It becomes imperative for organizations to drive change from executive leadership levels, if not the Board level, for culture, practices and policies need alignment to strategic priorities that foster and encourage women inclusion.

A survey published by Mercer, “when Women Thrive, Businesses Thrive”, covering 164 companies in across 28 countries, indicates that it is time think and act differently. “The discrepancy between male and female representation becomes even more conspicuous at the most senior levels of organizations today. Women make up less than 5% of Fortune 500 CEOs and hold less than a quarter of senior management roles and just 19% of board seats globally. This is a question with profound implications for businesses.” At the entry level, an almost equal representation in terms of gender balance is viewed. However, as we rise within the organization, fewer women are either inducted or promoted. Several reasons affect the decrease including women taking career breaks, cultural biases towards women, less assertive stance of women in communicating their

- She is an integral member of the top leadership at Abacus Consulting, a leading international professional services firm offering cutting edge technology, outsourcing and consulting solutions to clients across three continents .
- Her portfolio includes leading the Human Capital Solutions business, and internally the Corporate HR and PMO functions.
- She is, also, responsible for strategically managing the alliance partnership with Mercer, a leading global HR consulting firm.
- She has over seventeen years of change management, organizational structuring and human capital development experience through strategic formulation and project management roles.
- An MBA from LUMS, she started her career with Coopers & Lybrand International and then PricewaterhouseCoopers.
- Through her business experience and project leadership, in strategic change, governance, and human capital management, she possess significant expertise for adding value to clients on the development of organizational strategies that effectively integrate human capital practices with long-term strategic business plans and capacity building
- She also is a member of various HR Board Committees of leading organizations, and serves as advisor to international associations and entrepreneurial ventures.

aspirations, or consciously vying for less challenging roles so they focus on family priorities. Thus, the challenge deeper than achieving quantitative set targets in terms of gender ratio. This indicates the need for developing flexible and specific policies that enable and support women retention and development.

Some may argue the contradiction whereby females should be viewed as resources contributing to the organization, rather than separate entities, claiming gender bias. However, practice indicates leading organizations are relying more on the segmentation approach in terms of demographic analytics to determine and develop winning HR strategies, initiatives, and policies. A one-size fits all is no longer admissible with the various age categories i.e generation X, Y, millennials, etc. Profiling employees based on credible and real-time data allows business and HR leaders to design business aligned talent and retention programs that have greater impact on

overall organization performance, and thus profitability. Through stringent monitoring and an enabling environment, the return on investment through customized programs to retain and develop extends to women as well. Studies should that increasing the gender balance, especially at executive levels, complemented by a conducive empowering culture, increased profitability for upto 34%.

While strategy alignment, culture change, and customizing talent programs to enable women are deemed priorities, the need to ensure an equal opportunity, collaborative environment is essential. One of the key challenges is to offer mentorship programs for women by women. The initiative could be internal or external whereby partnership with women associations or NGOs could be possible platforms for women to gain support and confidence as they navigate through workplace challenges. Within the workplace, women themselves need to engage with other women to provide

the required support. The bonding appears weaker as compared to male mentorship provided.

But organizations attract talent from markets influenced by societal values and mindsets. Extending the integrated approach towards building an enriching ecosystem, is to revisit or focus on building core values and attitudes at the initial stages of individual development. So a broader view encapsulates the home and academic institutions, as the formative centers of learning and attitudes.

Lastly, the effort is not complete unless men also engage in the conversation through extending support and respect where its due. Whether its attitude towards women socially or in the workplace, the strongest partnership is when both women and men work proactively and effectively together. The strength of a woman's voice is that much amplified if the man has the strength to hear, respect, engage and learn.

“ There are two powers in the world; one is the sword and the other is the pen. There is a great competition and rivalry between the two. There is a third power stronger than both, that of the women. ”

Muhammad Ali Jinnah

STEPPING FORWARD

Madiha Khalid
Head HR Shell Pakistan

I spend a fair amount of my time talking to talent, coaching and advising on career development, progression and success. These are hopes, dreams and ambitions and it's a great privilege to be able to play a role. You might be thinking so what... isn't that what all HR professionals do, bread and butter, table stakes and what not would be the terms you would use. The funny thing is that 90% of these conversations take place with men (sometimes boys too). You may argue that fewer women in the corporate world and hence fewer career conversations. But the truth is that most of the times I have to pull women in to talk about their progression and sometimes pushing them to think about challenging opportunities. They overly

and unnecessarily obsess over what they are NOT good at and all the things they don't know.

I can almost hear their inner dialogue and all the reasons they are not good enough now. When men look at jobs, especially bigger and challenging jobs they worry about fitting in the role AFTER they have applied or been selected. There is something inherently wrong about this picture because this means that while organizations are keen to have gender parity at the workplace, women will also have to 'lean in' and step forward! Organizations have to help in creating an environment that encourages and supports EVERYONE, has tolerance for mistakes and belief that each one brings

something valuable to the table.

Justin Trudeau Canadian Prime Minister called for embracing feminism to improve decision-making. The call is not a new and original one, but what is different is that he urged men to be feminist and then set an example by appointing a gender-balanced cabinet made up of 15 men and 15 women. And how did he make that happen...? By personally convincing extra ordinary women to step forward! World Economic Forum may have predicted 117 years till we reach gender parity but until then each one of us can play a role at home and work by asking extra ordinary women to step up!



Madiha Khalid has over 10 years of professional HR work experience and started her career with ABN AMRO bank. She has worked in a variety of HR business partner and specialist roles during her 10 years with Shell Pakistan and is currently the Head of Human Resources looking after an employee base of 500+ staff. She is passionate about helping working women achieve their potential and has introduced industry firsts in making corporate environment gender friendly. She has launched a women's network at Shell – a support forum to help develop women for top leadership roles. She has published articles on the subject and enjoys mentoring early career girls. Her aspiration is to bring gender parity to the workplaces and board rooms in Pakistan.

She is a Chartered Member from the prestigious Chartered Institute of Personnel and Development (CIPD) UK, holds an MBA and BBA degree.

On a personal front, Madiha is the eldest of 3 sisters, married to an HR professional and has a 5 year old son.

A GLIMPSE
FROM
OUR PAST
CONFERENCES



THOUGHT LEADERS SUMMIT 2016

21 January 2016 | Marriott, Islamabad | 9.00 - 5.30 pm

**Strengthening Human Governance
for Sustainable Ease of Doing Business Index**



About HR Metrics

HR Metrics is a workforce productivity consulting center, which provides evidence based analytical frameworks to optimize employees' and organizational performance. It is pioneer in introducing result-based key performance indicators for workforce management in South Asia.



HR Metrics is also approved partner of SHRM United States in Pakistan. The Society for Human Resource Management (SHRM) is the world's largest association representing more than 280,000 members in 170 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. The Society has a history of serving the HR profession around the globe for more than 67 years. www.shrm.org



HR Metrics programs are approved by SHRM USA for continuous professional development and recertification credits for HR professionals worldwide. Other range of services include workforce diagnostic, capacity building, benchmarking, certifications and technology support to raise performance during entire spectrum of employee life cycle from hiring to retirement.

Vision	Mission	Core Values
<p>Our vision is to optimize industrial productivity through fact based analytical frameworks in workforce management decisions.</p>	<p>We provide customized human capital management and measurement tools to leverage workforce productivity for sustainable employees and organization growth.</p>	<ul style="list-style-type: none"> • Focus on HR effectiveness and visible impact on bottom line. • Use cutting edge people performance optimization tools. • Data driven solutions supported by local industry research.

THOUGHT LEADERS SUMMIT 2016

Strengthening Human Governance for Sustainable Ease of Doing Business Index

Keynote Speakers			
	<p>Mr. Zahid Mubarik SHRM-SCP, GPHR CEO HR Metrics President SHRM Forum Pakistan</p>		<p>Dr. Ishrat Husain Dean & Director IBA Karachi/ Former Governor State Bank of Pakistan</p>
<p>Mr. Ahsan Iqbal Federal Minister Planning, Development and Reforms Pakistan</p>		<p>Mr. Mohammad Zubair Minister of State/Chairman Privatization Commission Government of Pakistan</p>	
	<p>Senator Sherry Rehman Chairperson Jinnah Institute, Former Federal Minister of Information & Broadcasting Pakistan/Ambassador to United States</p>		<p>Mr. Asad Umar Member National Assembly/ Former CEO Engro Corporation</p>
<p>Mr. Zubyar Soomro CEO Hikmah Consulting/ Former Chairman Pakistan Banks Association/ President OICCI/ MD Citibank N.A., Pakistan</p>		<p>Mr. Waqar A. Malik Chairman Board Pakistan Petroleum Limited/ Former Chairman/CEO ICI Pakistan Limited & Pakistan PTA Limited (Lotte Pakistan Limited)</p>	
	<p>Prof. Atta-ur-Rahman FRS N.I., H.I., S.I., T.I., UNESCO Science Laureate, President, Network of Academies of Science of Islamic Countries (NASIC), Former Federal Minister of Science & Technology/ ex-Chairman HEC</p>		<p>Mr. Qaiser Ahmed Shaikh Member National Assembly, Chief Executive Qaiser Brothers (Pvt.) Limited</p>
<p>Mr. Kimihide Ando Senior Vice President Mitsubishi Corporation & Chief Executive for Pakistan/ Former Chairman Japan Association of Commerce & Industry Karachi</p>		<p>Mr. Shafique Ahmed Uqaili Chief HR & General Services Allied Bank Limited</p>	
	<p>Mr. Iftikhar Babar Federal Secretary Board of Investment, Government of Pakistan</p>		<p>Mr. Tanveer Aslam Malik Provincial Minister for C&W, Government of Punjab</p>

THOUGHT LEADERS SUMMIT 2016

Strengthening Human Governance for Sustainable Ease of Doing Business Index

Summit Board			
	<p>Mr. Qazi Azmat Isa CEO Pakistan Poverty Alleviation Fund</p>		<p>Mr. Nadeem Hussain Chairman Pakistan Microfinance Network President & CEO Tameer Microfinance Bank Limited</p>
<p>Mr. Kashif Mateen Ansari President ICMA Pakistan</p>		<p>Mr. Sajjeed Aslam Head of ACCA Pakistan</p>	
	<p>Mr. Amin A. Hashwani Executive Director Hashwani Group</p>		<p>Mr. Parvez Ghias CEO Indus Motor Company Limited</p>
<p>Mr. Saad Amanullah CEO Alamut Consulting</p>		<p>Mr. Zaffar A. Khan Chairman International Industries Ltd.</p>	
	<p>Senator Rukhsana Zuberi Former Chairperson Pakistan Engineering Council, MD New Horizons Pakistan</p>		<p>Ms. Tara Uzra Dawood President Ladies Fund Dawood Global Foundation</p>
<p>Dr. Syed Tahir Hijazi Member Governance & Reforms, Ministry of Planning, Development & Reforms, Pakistan</p>		<p>Mr. Arshad Akif CEO Ask Development</p>	

THOUGHT LEADERS SUMMIT 2016

Strengthening Human Governance for Sustainable Ease of Doing Business Index

Rationale

As a leading segment of society, the business has become the most powerful force for positive change in the world today. As markets compete to attract the capital from world over, countries are gauged by investors using various factors that can promote business growth in a country. Ease of Doing Business (EODB) index is a global indicator being used by World Bank to review business friendly environment in countries around the globe. It is based on review of 11 key factors including starting a business, dealing with permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts, labor market conditions and resolving insolvency.

According to World Bank EODB Report 2016, Pakistan's ranking on EODB is constantly declining. From 69 in 2010, it has now dropped to 138 out of 189 countries. Drop in EODB has many implications for Pakistan. The country not only gets deprived of foreign investment but also the local business community contemplates shifting its investment elsewhere in the world for better returns. Industry shrinkage results in unemployment, decline in economy and overall social unrest in the society.

Role of Human Governance in EODB Index

Governance refers to the way the whole organization is led, directed, controlled and held accountable. Governance defines rules, systems, processes and behavior. Effective governance contributes to strategic decision-making by creating responsible, accountable, well-managed and value-focused organizations. It promotes confidence in both present and future stakeholders (employees, investors, shareholders, customers and other interested parties) in the long-term viability of the organization.



People are at the heart of every organization; and for an organization to achieve long-term sustainable success; all stakeholders should be considered within the governance system. Human governance is a dimension of governance, which refers to the way the human elements of the whole organization are designed, structured, managed and held accountable.

The design and structure of the human governance

systems is instrumental in prompting desired human behavior in the organization. By considering the human and social factors in the decision-making process, the human governance system will lead to valued outcomes for all stakeholders.

Drop in EODB index stems from many reasons. Human governance issues mostly trigger business issues. Role of governance in public sector is critical for this index because all 11 indicators are based on performance of public sector for business enabling environment in the country. Failure in governance comes in subtle forms such as the top management inability to respond to global competitive challenges, pursuing the wrong strategies, and engaging in actions that are detrimental to the interest of all stakeholders in society. Unless public sector evolves an effective human governance framework for hiring, development and retaining effective leadership, it will continue to manifest a system that is unable to define governance objectives, implement and measure their success.



Human Governance is an internal mechanism to guide human behavior, through conceptualizing, consistently practicing and living a set of values across the organization. Human governance brings back due regard to the profoundness of governing the individual rather than the organization. The target object in this process is the human being since the soul of the organization is human. This not only includes the rules, regulations, systems, processes and practices, but also the ethical conduct that ensures effective strategic decision-making top-down with a view to create responsible, accountable, controlled and value driven organizations.

While the governance is manifested as external, outside-in rules and regulations to regulate organizations, human governance is an internal, inside-out; values-based conviction to guide the human where human is viewed essentially as a non-material soul and embodied in the physical being rather than as machine. Being parameter-driven and rule-based, corporate governance emphasizes the letter of the law unlike human governance, which is about the spirit of the law. Such attributes cultivate and promote the confidence of internal as well as external stakeholders including investors, shareholders, customers, and employees. It also ensures that the interests of directors, top-level management and staff are aligned with other shareholders in the society. The development of human governance framework will allow the leaders to steer their organization with integrity and mutual responsibility.

Thought Leaders Summit 2016

HR Metrics, with support of SHRM Forum Pakistan, is organizing a “Thought Leaders Summit” at Marriott Islamabad on 21 January 2016. The Theme is “Strengthening Human Governance for Sustainable Ease of Doing Business Index”. The Summit engages Pakistan top policy makers, business councils, business owners, CEOs, board chairpersons, board members, regulators, senior government officials, civil society representatives, international development organizations, CHROs, CFOs, COOs, CMOs and senior HR executives.

Summit Objectives

1. Provide a synergistic platform to Pakistan's policy makers and industry expert business leaders to discuss challenges of human governance and its impact on the business and overall economy;
2. Provide a helping hand to the government in establishing a coherent and comprehensive human resource management (HRM) policy framework consistent with its broader development and investment strategy;
3. Suggest implementation plan for national HRM policy that is responsive to new economic developments for creating a favorable investment climate in the country; and
4. The views and recommendations of speakers will be compiled and presented to Planning, Development and Reforms Commission of Pakistan and SECP for shaping human governance reforms with a view to promote investment friendly environment in Pakistan.



Scope of Discussion

- Importance of governance in public sector and regulatory bodies and its impact on economy;
- Review of mechanism for hiring, performance, compensation, succession, accountability and reward management of the leadership positions in public sector organizations from objectivity and transparency perspective;
- Whether public sector organizations have right HR structure and competency framework to ensure that they can carry out governance duties with assertiveness, integrity and responsibility;
- Importance of ethical framework to ensure that the organization leaders conduct all transactions and dealings with integrity and honesty;
- Review of loopholes in conflict of interest policy to ensure that any conflicts of interest or the appearance thereof are avoided or appropriately managed through disclosure, refusal or other means;

- Building top management working relationship with employees based on mutual respect, fairness and openness; and
- Suggesting that human governance policies of the organization are in writing, clearly articulated and officially adopted.

Intended Benefits

The development of human governance framework will define a human system that promotes good governance objectives and implementation plans to measure their success. It will encourage merit-based practices that ensure effective strategic decision-making with a view to create responsible, accountable, controlled and value driven organizations. It is through human governance that government can improve EODB sustainably and also strengthen its agenda of privatization, deregulation, restructuring and good governance seeking to enhance growth and productivity in the economy.

Better Risk Management through Human Governance

Human governance framework assists organizations in establishing and implementing human resources management practices that add value to the organization. These frameworks are based on principles including transparency, openness and fairness in the design and outcomes of people management policies, processes and practice, while balancing the needs of the organization with stakeholders and other interested parties. Following are some of indicators of better human governance:



- Employees' retention index (more loyalty to stay longer with the organization)
- Leadership depth index (improving layers of successors for smooth business continuity)
- Leadership quality index (enhancing trust of employees in organization leadership)
- Workforce engagement index (employees championing organization vision, mission & values)
- Employee safety index (reducing incidents at workplace)
- Workforce productivity index (more innovation, customer service, revenue where applicable)
- Market share and positioning within industry (where applicable)

Why Human Governance is so Important?

Human governance has a significant impact on organizational performance in public as well as private sector. It is therefore of great interest to investors and regulators. Powerful groups such as the Sustainability Accounting Standards Board and the International Integrated Reporting Council are pushing forward standards that include reporting on human capital. Also there is a swell of interest by the boards and investors in human capital measurement and its impact on the bottom line. They emphasize metrics which present full picture of the performance and financial value addition of people management in the organization; thus providing evidence of underlying strengths or risks that might otherwise be overlooked in traditional head count reporting. The primary focus of the human governance is to determine the long term health of the organization from people management perspective. Keeping it view its high significance, the ISO Geneva www.iso.org is developing a global standard on “Human Governance”.



What is ISO HR Standard?

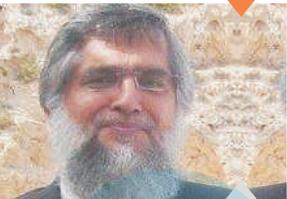
The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade in international market. With a view to promote consistency and objectivity in workforce management practices in terms of responsibilities and performance expectations, ISO Geneva www.iso.org has formed a Technical Committee “TC 260” to develop HR standards. Pakistan is among 11 pioneer Member countries including US, UK, France, Germany, Sweden, Switzerland, Austria, Norway, Portugal and Netherlands. Other standards in process include Strategic Workforce Planning, Hiring, Knowledge Management, HR Metric and Terminologies. It is imperative for Pakistan to keep active pace with ISO HR standards for better business prospects in international market.



20 Jan 2016 | Marriott, Islamabad | 4:00 p.m to 8:00 p.m | Networking Dinner 8:00 p.m to 9:00 p.m

3.30-4.00 pm: Arrival and registration
4.00-4.15 pm: Orientation Briefing: Zahid Mubarik, CEO HR Metrics, President SHRM Forum Pakistan

4.15 - 5.15 pm: Session-1
Framework for Essential HR Competencies for Successful Delivery to Stakeholders

			
Mr. Syed Mazhar Hussain, CHRO PTCL	Mr. Shakeel Mapara, Director HR Sanofi Aventis	Mr. Kaiffee Siddiqui, Head HR Packages Limited	Mr. Irfan Ali Hyder, EVP / Advisor, Meezan Bank Ltd

5.15 - 5.30 pm: Prayer and Tea Break

5.30 - 6.30 pm: Session-2
Framework for HR Curriculum Validation and Industry Academia Linkages

			
Dr. Izhar M. Hussain Director Center for Executive Education	Ms. Fatima Asad-Said, Regional Director Abacus Consulting	Dr Asfia Obaid, HOD Management & HR, NUST Business School	Dr Sitwat Husain, SHRM-SCP, GPHR, Group Head HR Habib Bank AG Zurich

6.30 - 7.30 pm: Session-3
National Institute of HRM for HR Standards and Unified HR Voice on Policy Matters

			
Mr. Shafique Ahmed Uqaili, Chief HR Allied Bank Limited	Dr. Sadia Nadeem MCIPD, Associate Professor FAST School of Management	Mr. Haroon Waheed, Head HR Fatima Group	Mr. Shoaib Baig, Chief People Officer K-Electric

7.30 - 8.00 pm:
Consolidation and Presentation of Key Decisions: Arshad Mahmood Akif, CEO ASK Development

8.00 - 9.00 pm: Networking Dinner

2015 CHINA

HR SUMMIT

THE NEW NORMAL FOR HR:
TRANSFORMATION, CREATIVITY AND PERFORMANCE

HR的新常态: 转型、创造力和业绩

Beijing, September 08, 2015

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**

دل میں اکاؤنٹ کھولنے کے طریقے:

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✓ مسکراہٹیں پھیلانا۔

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HR Magazine

workforce tomorrow

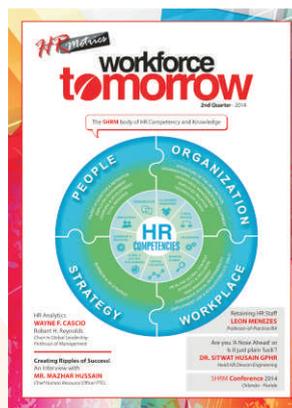
HR Metrics publishes HR Magazine “Workforce Tomorrow” 4 editions per year. The main objective of this publication is to share emerging global trends and local best practices encompassing business challenges/opportunities and their impact on workforce management. The magazine provides market insight on developing People Management Strategy, Employment Brand, Organization and Employees Development, Talent Management, Leadership Growth, HR Technology, Diversity, Innovation, Ethics and CSR.



April, 2015



October, 2014



June, 2014



March, 2014

The magazine features articles, interviews and success stories of business leaders and HR Professionals including practitioners, academia, researchers and scholars, highlighting their contribution and value creation for the organization, employees and society as whole. Extraordinary HR research outcomes are also published in this magazine.

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Best Wishes

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HR Metrics Team

CEO: Zahid Mubarik SHRM-SCP, SPHRi, GPHR

Zahid Mubarik is the CEO HR Metrics. He is Founder Leader SHRM Forum Pakistan and Chairman Pakistan National Committee HR Standards. Zahid served as Member Special Expertise Panel HR Measurement Metrics SHRM USA www.shrm.org. He was the only HR professionals from South Asia, who became member of ISO Geneva Technical Committee 260 HR Standards and played leading role in designing human capital measurement metrics for global HR standards during meetings at Washington during 2011, Melbourne 2012 and Amsterdam 2013 and Paris 2014. A strong proponent of measurement and evidence based management; he introduced Human Capital Measurement Metrics in market leader business entities. An internationally acclaimed thinker, writer and speaker, Zahid has spoken extensively at global and national conferences. His analytical HR papers and expert talks have been featured by international and national media including Microfinance Gateway World Bank Washington, CNBC, Daily Dawn and Business Recorder.



HR Metrics Advisory Board



Leon Menezes

Senior Practitioner, Writer and Professor – of - Practice at IBA Karachi Pakistan

Menezes is a MBA graduate of the University of Hull, UK and has corporate work experience in Sales, Marketing, Operations and Human Resources. Leon started his career with Pan American Airways in 1974 and moved to American Express in 1991. While with AMEX, he held positions in Sales and Human Resources and headed the Karachi travel office. He joined the International Union For Conservation of Nature (IUCN) in 1999 and then Deutsche Bank, heading the HR functions. At American Express he won the President's Club Award for Sales and served for four terms on the

Executive Committee of a world-wide employee group in Pan American Airways. He is a regular correspondent for The Friday Times with over 120 articles published. He joined Shell Pakistan Limited in April 2001 as General Manager Human Resources. He served as a Board member of Shell Pakistan from 2006 to 2010. As of 2013, he is Professor of Practice at the IBA Karachi.

Wayne F. Cascio

University Professor at the University of Colorado, USA

Wayne F. Cascio is a Distinguished University Professor at the University of Colorado, and he holds the Robert H. Reynolds Chair in Global Leadership at the University of Colorado Denver. He has served as president of the Society for Industrial and Organizational Psychology (1992-1993), Chair of the SHRM Foundation (2007), the HR Division of the Academy of Management (1984), and as a member of the Academy of Management's Board of Governors (2003-2006). From 2007-2014 he served as a senior editor of the Journal of World Business. Wayne is also chair of SHRM Certification Commission USA.



He has authored or edited 28 books on human resource management, including Short Introduction to Strategic Human Resource Management (with John Boudreau, 2012), Investing in People (with John Boudreau, 2nd ed., 2011), Managing Human Resources (10th ed., 2015), and Applied Psychology in Human Resource Management (7th ed., with Herman Aguinis, 2011). He is a two-time winner of the best-paper award from the Academy of Management Executive for his research on downsizing.

Brad Boyson

Executive Director for SHRM MEA, UAE

Prior to becoming Executive Director for SHRM MEA, Mr. Boyson spent 15 years holding senior HR roles in globally diverse organizations like Mitsubishi Corporation (Tokyo), Royal Caribbean International (Miami) and most recently Hamptons/Emaar (Dubai). Mr. Boyson holds the rare distinction of having practiced embedded HR on every inhabited continent including experience in almost every major industrial sector. He was also one of the first people in the world to have earned professional HR certification in two international jurisdictions (USA & Canada) and has first-hand HR experience leading employees from over 120 different nationalities. Prior to embarking upon his career in HR, he spent nine years working in a union (UFCW) while attending BCIT & UBC business schools, majoring in finance and industrial relations respectively; later complemented with a Masters Degree in HR from the Thomas Edison School of Business.

**Bill Robinson**

MCIPD, SPHR, GPHR, MD of Robinson Faris and Jones, UAE



Bill Robinson is the MD of Robinson Faris and Jones. He is former Head of Learning at Averda and was the Senior HR Manager at Cornell University.

Bill has been a lead trainer in delivery of multiple SHRM programs in the MENA region with a wonderful feedback from all clients. He helped establish and was a partner with Resource Bank in UK and developed assessment centers for Budweiser, L'Oreal and Allied Domecq working closely with them for 10 years.

Bill is independent reviewer for HRCI USA for instructional material for Global Body of Knowledge in HR. He is in the unique position of holding both UK and USA certifications MCIPD, SPHR and GPHR and currently trains both programs for CIPD and SHRM in the USA and globally towards certifications programs.

Julie Sloan

Chief Executive Officer (Workforce Planning Global), Australia

Julie Sloan is recognized as an international expert in strategic and operational Workforce Planning. She is Australia's representative to the International Standardization of Organizations (ISO) TC260 committee and convener of the ISO International Working Group on Workforce Planning. Julie is also lead writer of the inaugural Australian Standard in Workforce Planning (2015).

Julie is recognized by Worldwide Who's Who for excellence in Workforce Planning, is a member of the Global Women on Boards Group and the Australian Institute of Company Directors. In 2008 Julie was listed on the Minister for Status of Women SA Women's Honor Roll as an 'inspiration women' for her commitment on a national level to strategic workforce planning in Australia.

Julie has spent equal time over the past 40 years working in Government and in the Private Sector in Australia and has led the development of the discipline of Workforce Planning in Australia since the mid 1990s.

**Kojo Amissah**

Lead Executive of CITAM, Ghana



Kojo Amissah, is a competent learner-practitioner with a "can do" attitude, and has an enthusiastic and outgoing personality. He has excellent communication and management skills, with an outstanding ability in developing and implementing technical and business solutions.

Kojo has consulting and training expertise in Corporate Strategy, Organizational Development, Human Resource Management, Entrepreneurship & New Venture Creation, Project Management, Information Technology and Local Content practice.

He is the founder and Lead Executive of CITAM in Ghana, where he oversees the provision of high impact training, consulting and recruitment services to individuals and organizations. He also serves as the Managing Director of Lee W Farms, a farming complex he founded to produce fish, crops and livestock in Ghana.

SHRM 2016

JUNE 19-22

ANNUAL CONFERENCE & EXPOSITION

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Confirmed registrants may cancel and receive a full refund minus a \$250 administrative fee until December 31, 2015.

Fifty percent (50%) of the registration fee will be refunded for cancellations received from January 1 through April 16, 2016.

Cancellations received after April 16, 2016, are nonrefundable.

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