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The **SHRM** body of HR Competency and Knowledge



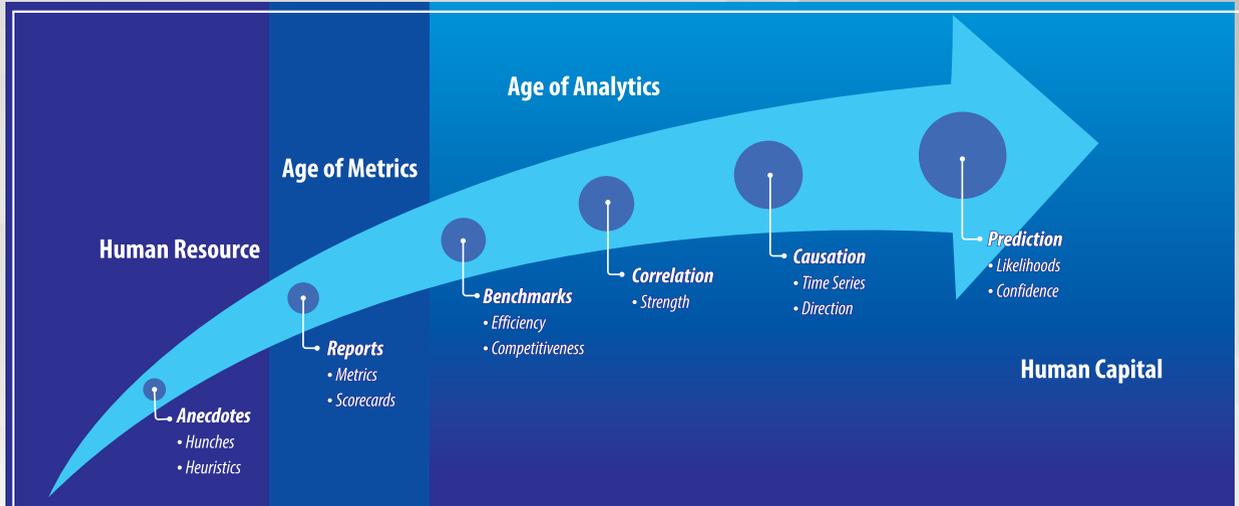
HR Analytics
WAYNE F. CASCIO
 Robert H. Reynolds
 Chair in Global Leadership
 Professor of Management

Creating Ripples of Success!
 An Interview with
MR. MAZHAR HUSSAIN
 Chief Human Resource Officer PTCL

Retaining HR Staff
LEON MENEZES
 Professor-of-Practice IBA

Are you 'A Nose Ahead' or
 Is it just plain 'luck'?
DR. SITWAT HUSAIN GPHR
 Head HR Descon Engineering

SHRM Conference 2014
 Orlando - Florida



Why HCM Analytics

In business the rear view mirror is always clear but the windshield is hazy. Business leaders expect HR to widen its focus from traditional headcount reporting to predictive analytics and demonstrate by evidence that investment in human capital creates value for shareholder and the society as whole.

How HCM Analytics Software is Different from Traditional HRMS

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, it is of little value to business leaders in making informed decision pertaining to workforce management.

Like finance uses the accounting data to build certain key ratios which are used at management level to analyze the financial health of an organization, similarly human capital analytics help in future forecasting and economic viability of workforce investments.

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 how much change in business performance and ultimately financial performance, takes its toll and effort. Only vital few measurements make the difference.

Reporting employee turnover for every position in an organization may seem to business leaders an administrative exercise for HR department. They are interested to see the economic consequences of turnover in strategic talent that is pivotal to the business and difficult to replace. Also the business leader are interested to see net improvement in retention and its financial impact on account of saving in rehiring, retraining and opportunity loss of revenue.



Purpose of HCM Analytics





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The **SHRM HR** Body of Competency and Knowledge

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CEO Message

Zahid Mubarak GPHR, HRMP

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Worldwide the organizations demanded an HR competency framework which can contribute towards organizational success in an effective way. Based on this demand, the SHRM, the world largest HR association conducted a 3 years research by having 111 focus groups across 29 cities around the world and designed a competency model, which has been validated by 32,000 professionals worldwide. Explicit Competencies have been designed with measurable standards for entry, mid, senior and executive level. Are you ready to grow your expertise to that level?

The new competency model gives references to the aspects that are pivotal to organization success such as organizational effectiveness; risk management, strategy; change management; project management; problem solving and analytic reasoning. Each of these requires a more in-depth knowledge of the business. One of the cornerstone of new framework is how to measure HR in financial terms and the proper use of metrics and analytics, that have impact on business deliverables.

Competencies form the baseline of performance for any professional. If we expect to have a successful HR career and a seat at the “partner table” we need to learn these competencies.

This issue is good mix of national and international HR developments and success stories. I am sure you will find this issue interesting.

Good luck

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

WAYNE F. CASCIO
ROBERT H. REYNOLDS
CHAIR IN GLOBAL LEADERSHIP,
PROFESSOR OF MANAGEMENT



This interview was published in Optimis, a Swiss HR Magazine and is being reproduced with the permission of publisher and Mr. Wayne F. Cascio

Wayne F. Cascio is a Professor of Management at the University of Colorado at Denver. He has served as the President and Chairman of many notable organizations within the world of HR. He is a Senior Editor of the Journal of World Business and his work is featured regularly in business media, including The Wall Street Journal, Newsweek, Time, The New York Times, National Public Radio, and the Harvard Business Review. Wayne is the author of a series of books on managing human resources and a seminal contributor in the field of human resource metrics.

The objective of the interview was to explore with Wayne some of the key questions business and HR Managers have regarding people-related metrics and where to focus to support organizational success. In true partnership with Wayne in this field.

Wayne, tell us how you became interested in the field of people analytics?

Early in my career, I was spending a lot of time interacting with executives, trying to understand the constraints they face at work every day ... and I realised that the language that they were speaking was mainly the language of finance and economics. They were expressing things in economic terms and not in behavioural or statistical terms. As a consequence, I started to look into the literature about HR measures, which at that time was called human resource accounting. This research resulted in my first book in 1981, "Costing Human Resources: the financial Impact of Behavior in Organizations."

Then a few years later I was fortunate to spend a year at Wharton in Philadelphia and take a number of the MBA finance classes and investment courses. I learned a lot about finance and I could speak that language more fluently. So, ever since my initial book came out in 1981, it's been an ongoing interest and even a labour of love.

When you speak with executives today on this topic, what do you hear are the barriers that prevent them from tracking people indicators?

I think it's often a little daunting for organisations when they get started in this area. They might have a human resource information system, perhaps one of the off-the-shelf applicant-tracking systems, a

recruitment-management system or a learning-management system. What happens is that the formulas for the indicators are pretty well developed, but it is harder to put numbers into those formulas. For instance, what is the number to use for the discount rate? Or how much time do people spend on exit interviews? It becomes tedious because typically the data are not located just in HR -- the data cut across finance, accounting, sales, marketing and other functions.

So, I think that locating and assembling the right data is a big barrier and is a real impediment to implementing meaningful people-metrics systems.

It sounds like legacy systems, existing behaviour and focus on the

financials pose significant barriers. Measuring human behaviour is not part of the vocabulary of some of the executives we work with. What do you think?

Absolutely, if you look at a typical MBA program and take a course in marketing, everybody learns about the five P's, right? If you take a course in finance, everybody understands the capital-asset pricing model. But when you look at a course in HR, you don't find principles, logic, and mental models that can help executives see why investing in people programs leads to the outcomes they really care about. And that to me is one of the biggest needs in the field, because once you begin to develop those kinds of logic diagrams or conceptual models, you create clarity and relevance.

For example if a company was thinking about investing in a work-life program it may focus on areas like reducing stress, preventing burnout, and lessening work family conflict. Success of the program should lead to lower absenteeism, lower turnover, better customer service, and similar business outcomes. In turn, the firm could expect to enjoy gains in a variety of bottom-line indicators - higher productivity, higher return to shareholders, and higher retention rates for customers. But executives don't often see the linkage between investing in an HR program and getting to those bottom-line indicators. So, we need to do a much better job of explaining what the linkages are, and those tell us what we should be measuring.

So a main challenge is to clarify the links between HR initiatives and their bottom-line impact. Do you find that one of the issues is that the results of correlation analysis are often challenged?

Yes, but you can use correlation analysis to create a predictive model. Let me give you an example of a company that uses human capital metrics in a very clever way.

Sysco is the largest food marketer and distributor in North America, with about 150 independent operating companies. Each one delivers food to chefs at restaurants within about a 150-mile radius.

The head of HR had measures on seven dimensions that included frontline-supervisor support, diversity and inclusion, etc. - elements we typically include in employee - engagement measures. Each operating company issued the survey to collect the data from all employees twice a year, and the head of HR was able to correlate employee engagement (EE) scores at time one with customer satisfaction (CS) scores at time two. Then he correlated CS scores at time two with revenue growth at time three and, in effect, created a predictive model.

This model demonstrated that almost half of the variability in pre-tax operating profits could be explained by what the employees thought two quarters earlier, and basically this means that the EE scores became a leading indicator that every single operating manager could use to provide an



indication of profitability two quarters later.

And how did this change the behaviour of the executives and impact the firm?

The executives never used to pay close attention to HR. Now they can't imagine running the company without knowing what the employees think about their immediate bosses, about the pay system, the incentives, the rewards they get, and the other key measures. It brings home the point that operating executives, especially engineers, are very receptive to data when they understand it and see where the numbers are coming from.

We find it important to explain the measures, the relationships and the business impacts that must be measured. Do you agree?

It is key and the numbers must include financial outcomes - we must speak the language of business. When we look at returns over multiple time periods, we need to discount those back to the present, so discounting is very important, so also is taking variable costs and taxes into account. If a company increases its revenues, it also pays taxes, so if you don't get those revenues until several time periods into the future, you need to express the present value of them.

Those are just some of my ideas about this and about ways of presenting the numbers and the financial results to people in other departments.

When you talk to executives, are there any key metrics that you recommend?

It all comes back to building a relevant model. Yes, the cost of employee turnover is typically important in many HR programs, as is employee absenteeism. Those things are important, but it really comes down to being able to explain the linkages between investing in a particular HR program and how that leads to bottom-line outcomes. The context serves as a road map as to the kind of metrics you should be paying attention to.

The book that John Boudreau and I wrote, "Investing in People," has logic diagrams that show the key relationships in particular applications. For example, if you are focusing on employee wellness, it is something very different because you are looking at health outcomes. Days missed or heart attacks avoided are very relevant, but they would be less so for other types of programs.

So you mean that there are common principles, but every organisation, depending on which program it focuses on, will have its own sets of metrics? Although the measures of cost of turnover, absenteeism are commonly used, they seem to be more a standard health check of how HR is working. What may be even more important are the strategic programs that we implement?

I think it's not so much that the metrics differ by organisation, but I do think they definitely differ by the kind of program to implement.

Before I even get to the metrics piece with my clients, I like to spend some time just helping them to understand why these kinds of investments make sense and what kinds of outcomes they lead to. They will then say: "Oh, then we should be measuring this." Let's say we were doing wellness programming, it makes sense to look at absenteeism – the obvious metric when you have a wellness program. But if we are talking about a program to look at the results of training and development activities, the measures would be different. What the senior managers really care about is not how much time is spent on the program and how much money the program costs – it's, are you being more productive! Are you doing more of what the training program was designed to help you improve? And the metrics that you look at will vary depending on the program that we are talking about. So, it's not "one size fits all" which is a good thing.

So every organisation must have its own specific metrics and programs, but often HR programs are quite common. A standard list might include areas like employee well being, staff development, rewards, engagement and recognition etc...

We can indeed develop logic diagrams that show what leads to what and what kinds of metrics make sense depending on the kind of HR program you are talking about. I think we are a lot closer to standardisation, but I don't think we will end up with the "big five" metrics that will work in every case.

Can you tell us about companies that made poor decisions in a particular area because they did not factor in information that could have been provided by HR metrics?

Let me give you an example of a company out of Las Vegas, Caesars Entertainment. They were having a big problem with turnover among dealers at the casinos, and it was up to around 16%. They spend a lot of time training these people and the senior managers thought, "Well, if we give everybody a 10% pay raise, that'll reduce turnover." It didn't work – the turnover rate changed by half a percent and then they called in a consultant to examine the reasons why people are leaving. They began to look at issues like job satisfaction and commitment, work-life fit, and what they found was that people were not leaving because they felt underpaid. They were often leaving because they had a poor fit between work and non-work activities. So the solution was to work on the scheduling challenges, not increase pay.

There are many examples of where companies think throwing money at the problem is the answer. A chain of convenience stores in the Northeast U.S. had a lot of turnover among its convenience-store clerks, and the company decided to increase pay as a way of reducing the turnover. Again, this had almost no impact because staff wanted more hours at work so they could qualify for full-time benefits. That's what really counted to them, but the company didn't look at that until it brought in

a consultant to find out, “why are you leaving?” In effect, the company had been making the poor business decision of increasing pay without getting any benefit in terms of reduced turnover. So in the above examples the companies were simply adding costs to the equation.

Absolutely. Conversely, let’s take the example of a waste-disposal company that was trying to find ways to hire people who would not have accidents while collecting the trash. The company did a lot of analysis and found that people who abuse alcohol and drugs were about five times more likely to be involved in accidents on the job, and it used this conclusion to focus its hiring process. Questions about each candidate’s drinking behaviors and attitudes toward alcohol and drugs were used as part of the screening approach. In the end, the company was able to cut its workers’ accidents by 68% just by assessing attitudes towards alcohol and drugs.

Is there some set of internationally recognised standards, mental models, or frameworks that can guide the discipline in the area of HR metrics?

Sure, a lot of things are taking place right now through ISO. In May, a three-day ISO working session (20-25 countries represented) will be convened in Paris, where specific groups will focus on HR common terminology, on recruiting, workforce planning and finally on performance management. I will be there in one of the groups focused on recruiting. It’s starting to develop a momentum.

With this increasing awareness, what do you see as the future for HR metrics?

There is promise and there are perils. I think that companies are drowning in data and starving for information. The trend for using HR or people data to drive business decision-making is unmistakable. It is definitely happening, and we are starting to see companies make intelligent decisions based on data.

The peril is that it is easy to mislead people with statistics. We must avoid that and realise the promise of big data - that it helps organisations to make better decisions - to increase productivity, staff engagement and customer-satisfaction levels. There is

a great opportunity for the misuse of data and just a few bad examples could really set back the progress we have seen recently on HR analytics. We have to be careful to practice well what we preach.

This interview with Wayne Cascio confirms that the HR Analytics area is developing and full of promise. The opportunity is not to be found in a standard set of metrics, but rather in the analysis of HR data to serve a business purpose. Relevant predictive models must be built to reflect the cause-effect relationships between HR programs and business outcomes. Avoiding the “too much data and not enough information” syndrome, HR professionals will gain credibility by providing relevant indicators that demonstrate the business value of their HR programs. The HR profession must learn to translate its actions into business outcomes and communicate this clearly using the “language of business.”

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PTCL HR's

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Creating Ripples of Success!

An Interview with

Mr. Mazhar Hussain

Chief Human Resource Officer PTCL

One of the distinguished Senior HR Professionals of the country, possessing 27 years of rich and diverse experience gained through various senior managerial positions, successfully heading the HR function of the PTCL for last 6 years, speaks of the strength of his people and their role in PTCL's success.



1. PTCL has gone through massive transformation in terms of right sizing. Please share some insight on the role of HR in this evolution?

PTCL stands distinct in terms of its massive transformation from a government body to a privatized entity. This transition encompassed unique learning experiences that came from facing numerous challenges and developing strategies for making it both smooth and successful. The most significant wave of change came along with right sizing through headcount rationalization. Right sizing at PTCL followed the complete process of transformation from unfreezing the old deep rooted culture creating ripples of change and resulting in the big strategic shift. In the entire right sizing activity, the HR team and leadership played the pivotal in successfully enabling the desired changes in cultural dynamics and norms with full support of business functions. The big wave led to a transformed business model with redefined governance mechanism, lean and market oriented organizational structure to gain an edge in today's dynamic and competitive business arena.

2. What were key challenges and how did you handle them?

Operating as a monopoly in the pre-privatization period, driving accelerated transformation came along with challenges of building a performance oriented culture to sustain competitive advantage, designing a fully supportive strategy and most importantly becoming customer centric to stay competitive

in all our business streams focusing on accelerated growth and increased business revenue. Subsequent to the big shift the horizon of transformation at PTCL was greatly broadened with redefined HR agenda and apt solutions inclusive of multi-faceted initiatives aimed at promoting a performance oriented culture incorporated into the HR business plans. Key achievements include structured implementation of HR business Partner Model to bridge the gap between HR and business streams in order to be fully aware of emerging business priorities, revamped Employee Relations mechanism focused on balancing the diversity in affiliations and creating positive engagement with workforce through enhancement and enrichment of jobs and introduction of state of the art performance management system (PMS) to promote organization wide performance competitiveness through merit. Recently PTCL's HR has successfully pioneered by taking the PMS a step ahead and launched Integrated PMS labeled Success Factor as it is destined to reshape our existing HR setup to align business strategies with HR metrics for successful business results.

3. How is your HR organized to provide proactive support to the business

PTCL's Future Fit HR is committed to build and sustain a growth enabled business model by constantly raising its game with a dedicated team of professionals. The HR department has contributed significantly in the company's value chain, by being a future focused support function fully aligned with business needs. PTCL's HR department proactively followed



a rigorous strategy formulation process by focusing on EFQM HR Excellence model aspects, results of Etisalat Group's Global Employee Engagement Survey, feedback of HR business partners, analysis of external industry benchmarks and HR best practices and most importantly input from the line of business. The expansively designed PTCL's HR strategy addresses the expectations of line of business from PTCL's HR department and aims to build a fortified and progressive HR function through change initiatives pertaining to performance management, talent management, employee engagement, training and development. These initiatives have been cascaded down the HR stream through incorporation in balanced scorecards with well-defined parameters to measure the progress of these initiatives. In order to further streamline the strategy monitoring process a web-based portal titled HRSMS (HR Strategy Monitoring System) has also been implemented to ensure systematic monitoring of strategic initiatives in personal scorecards of PTCL's HR team.

4. What are the key drivers of your HR strategy to attract and retain talented workforce?

PTCL's HR strategy is focused on strengthening the employer brand and promoting merit based hiring through a rigorous assessment mechanism to attract quality talent that suits PTCL's cultural philosophy. In order to build a pool of quality

talent PTCL has its brand presence and networking at leading universities including IBA, LUMS, GIKI, UET, FAST, and EME NUST. In an effort to further strengthen the employer image, PTCL's HR department has recently reinvented its employer brand philosophy to fulfill the objective of attracting right talent. Titled as "PTCL Grow", this novel employer brand encompasses the theme of growth realizing that growth is one of the key innate traits of the organization. PTCL's HR strengthens the affiliation of employees with organization and instills a sense of pride by working beyond the objective of business gains and actively contributing towards the society through various CSR initiatives. As a part of its CSR activities to nurture the youth, PTCL launched internship programs EEE and Experia, to attract the aspiring youth of our country who otherwise find it difficult to secure jobs in the market. Retaining the quality talent is also a challenge, which is why PTCL's emphasizes on providing development and welfare initiatives to motivate them to whole-heartedly contribute towards the achievement of the company goals. Some of the eminent initiatives include Hajj Scheme, motorcycle distribution on easy monthly installments, family saving scheme, incentives for sales of PSTN, DSL and IPTV products based on monthly performance to boost the employees' morale for achieving business objectives. All these initiatives are a testament of thriving PTCL, creating opportunities for attracting talented

professionals and retaining them with pride which is why PTCL stood amongst the top 3 Employers of Choice in the telecom industry.

5. Do you face attrition challenge and how do you ensure availability of required skill set in organization?

Given dynamic business environment, attrition has always remained a challenge; however PTCL's HR department has taken various measures to overcome this challenge by implementing well-structured succession plans and providing career progression opportunities offering fortifying career paths to our talented employees. In addition the HR department has ensured the ready availability of talent pool to fill the critical vacant positions to avoid business delays.

6. What major interventions do you take for growth of your employees and their succession management?

We are not shy to share the "Trade secret" which, in such a short time period after privatization, has given PTCL a leading role and cutting edge in this competitive industry. The most important ingredient of our success formula is our commitment to invest in the growth of our people and their future with the company.

In order to promote a growth led culture various initiatives have been taken to promote growth of employees including succession management with comprehensive

individual development plans for all critical management positions. Furthermore in house training facilities are spread in 9 locations across the regions, in which functional and personal development trainings are offered for growth and development of employees. In order to promote profound learning and growth, PTCL's HR department has undertaken multiple ventures to capitalize on growing alongside the changing times with a special eye on 'Talent'. Key development initiatives focused on strengthening of leadership pipeline as a part of which PTCL's Leadership Competency Framework (Leadership DNA) was designed followed by the launch of "Leadership Excellence" a high impact top leadership program and Fuel (Future Leaders Program) for middle and junior management employees. In order to broaden the horizons of learning, internationally renowned speakers like Sunil Gupta and Peter Lange were also engaged to enlighten the employees to upgrade their knowledge on international development and technological practices. PTCL further strengthens its growth philosophy by reaching beyond the boundaries through international learning exposure at Etisalat level.

7. How do you gauge workforce satisfaction?

"Our guiding principle which has led us to continuously undertake remarkable endeavors for the growth



and well-being of our employees is aptly represented by the following adage:

"Satisfaction breeds loyalty, motivation and excellence in work"

We at PTCL strongly advocate and promote maximum level of employee satisfaction to ensure achievement of business objectives and believe in the philosophy of satisfied employees leading to satisfied customers. To gauge the satisfaction level of employees, PTCL's HR department conducts Etisalat group's 'Global Employee Engagement Survey' on annual basis. This activity is facilitated by Kenexa, a renowned global body specializing in this field. The survey helps the management to assess the satisfaction level of employees pertaining to various factors including compensation and benefits, managerial support, communication within the organization, learning and development opportunities and workplace resources and environment, based on which

comprehensive employee engagement plans are formulated to boost satisfaction and engagement of employees at all levels. In parallel the HR department also conducts in house climate surveys to gauge the pulse of the organization and the impact of culture transformation initiatives.

8. Anything else that you wish to highlight with regards to people management and its impact on business?

People are the most valuable resource of an organization and it is of foremost importance to implement the right mix of people management practices with key focus on human capital benchmarking as it provides the means to review both the effectiveness and efficiency of the HR team and its people management processes ultimately leading to fortified and high performance culture. PTCL has reaffirmed its commitment to promote HR benchmarking by hosting a seminar on 'Human Capital Benchmarking Survey 2014' organized by the company in collaboration with HR Metrics.

To sum up PTCL's transformation is reflected in its winning culture, its developmental and welfare initiatives which fuels high level of employee engagement to increase accountability and enhance productivity leading to service excellence and achievement of business objectives.



One of the key responsibilities assigned to the HR fraternity is that of retaining top talent. So what happens when you find that the body of professionals doing the most job-hopping is none other than HR?

Some years ago, as HR Head for Deutsche Bank, I was making my first visit to LUMS to engage with students. My talk was around building careers and I shared with the audience the concern of employers around the proclivity of MBAs to switch companies at the drop of a hat. The next year, I was invited back, only this time I was GMHR at Shell. One of the students sitting at the back of the hall shouted out: "Sir, I think you are a hypocrite. Last year you were with Deutsche and today you are with Shell and you are telling us not to move around."

With my usual aplomb, I responded: "Give me some credit. I spent 17 years with my first company and seven-and-a-half years with the next. This new job is ten times bigger than my previous one. And, oh yes, I get my BMW tomorrow." The students burst into applause and I had, somehow, saved the situation.



Leon Menezes
Professor-of-Practice IBA

Retaining HR Staff

But he had a point. If senior HR staff are the ones doing the rounds, how are they to project any credibility with regard to the organizations they currently represent? On the other hand, with the huge shortage of good HR folk and the increasing demand, what is one to do if presented with these once-in-a-lifetime opportunities?

I talked to a few other industry colleagues and got differing views. For some, HR professionals should be just as mobile career-wise as bankers, marketers and salesmen. Others took a more conservative approach and stated that perhaps, HR shouldn't move around as quickly as the others. On the other hand, if you stay too long with one company, you get identified with it!

So, essentially, there is no one right or wrong answer but there is a real issue. What advice would you give?

Leon Menezes is a senior HR practitioner, Professor-of-Practice, Executive Coach and Writer



10

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Have you ever met someone and thought that he or she has all the luck?

Yes, lady luck, as they call it, gets all the credit for the wonderful and inexplicable events in some people's lives; but if you would carefully analyze and evaluate the situation, you will learn that usually the word 'luck' has very little to do with their success. What matters is the actions that the so called 'charmed' person has taken and also the actions that he/she has avoided.

The people who turn serendipity into success, exhibit different combinations of the following eight traits. Here is how you can also take a leaf out of the books of these successful people:

1. Nothing is impossible: Impossible is not a word in their dictionary! They believe that 'time' changes everything and who knows what they might find next week/tomorrow/whenever they turn the corner.

The 'impossible' of yesterday might just be 'commonplace' today. They have an insatiable belief that a possibility always exists somewhere!

2. They go off the beaten track: Some successful people are on paths which they might have/not have chosen, but they did not stay on course. They allowed themselves to veer away from their initial paths to pursue a new one they were passionate and excited about.

Undoubtedly their 'risk appetite' is greater. The willingness to take risks and accept responsibility for the outcome is a consistent quality.

There are a number of successful entrepreneurs and newsmakers who began in other professions first. Some were lawyers, journalists, teachers, engineers and accountants first; but they took the road that was less

Are you 'A Nose Ahead' OR Is it just plain 'luck'?

travelled, which made all the difference.

3. Never say 'die' attitude:

Persistence, perseverance and determination are the hallmarks for such lucky people. They are never deterred by failures in fact failures only build their resolve for achieving further excellence.

High achievers use the phrase 'get it done' constantly to display their commitment to the task at hand.

Once they have committed themselves to achieving, they will do whatever it takes to beat the odds and they usually succeed in this commitment.

4. The 'Killer' Instinct: These people know when to raise the bar, up the ante and gain the momentum. These people know when to finish off a task and they keep their sights aimed at the victory; they are unrelenting, as they forge ahead!

5. They say 'Yes' when they want to say 'No': A current trend recommended in all 'time management techniques' is to say 'No' to anything that may require extra time or effort.

On the flip side one might be unknowingly throwing out opportunities that might have been the lucky break if he/she had only said 'yes'.

6. They ask for or offer help: Many of us were raised with the adage 'making it on your own'. The so called 'lucky' people ask for help. They let people know what they need, without applying pressure, and they also reciprocate when others need help.



Dr. Sitwat Husain GPHR
Head HR Descon Engineering

7. They exit graciously: Newspapers and magazines carry stories of celebrities, sports figures, entertainers and executives, who leave their careers in a timely fashion. They know exactly when to hold their cards and when to fold them.

A gracious exit means not burning any bridges because you never know when you may need the help of people you have encountered during the journey.

8. A 'Nose' Ahead: In a derby race, the horse/jockey that comes first is just a nose ahead compared to the second one but the difference in rewards is enormous.

Going the extra mile can make the difference between winning and coming second. It means that extra effort when you are tired, when victory is not guaranteed or when the situation looks bleak. These lucky people routinely push themselves to be where they stand.

SHRM

The Society for Human Resource Management (SHRM) is the world's largest association representing more than 250,000 members in 140 countries. The Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States, subsidiary offices in China and India and SHRM Forums in 11 countries including Pakistan.

Visit SHRM Online at:
www.shrm.org



SHRM Conference 2014

Orlando - Florida

The SHRM Annual Conference & Exposition was held at Orlando from 21-23 June 2014. Over 13,000 HR professionals from around the globe experienced the best and most comprehensive business education available at the conference with over 200 sessions, there is something for everyone—whether you're a small department of one or a corporate office supporting thousands.

Concurrent Sessions Covering all HR Disciplines

- Talent Management
- Compensation & Benefits
- International HR
- Employment Law & Legislation
- Business Management & Strategy
- Personal & Leadership Development

The SHRM Annual conference brings together the greatest minds in the business to provide advice, answers, best practices and tools HR practitioners can put to immediate use to help their organizations deal with the issues they confront every day. Keynoters for the 2014 event included David Novak, Chairman and CEO, Yum! Brands, Inc. and the author of Taking People With You: The Only Way to Make Big Things Happen; Thomas L. Friedman, an internationally renowned author, reporter, and



columnist — the recipient of three Pulitzer Prizes and the author of six bestselling books, among them From Beirut to Jerusalem and The World Is Flat; and Laura Bush, former First Lady of the United States, an advocate for literacy, education and women's rights. We have developed a



vast array of exceptional concurrent sessions that are designed to allow you to maximize your potential, including more than 150 parallel sessions on relevant topics to help find sustainable HR solutions that address operational issues as well as today's significant business and economic challenges, among them many senior HR professionals from leading global companies such as: CEMEX (Mexico); Prudential Life Insurance (Japan); Samsung (South Korea); Adidas Group AG (Germany); and Ernst & Young Terco (Brazil).

Delegation from Pakistan attended this conference

Even if you weren't able to attend the conference in person, you can still learn from experts and practitioners who presented valuable information you'll need to stay ahead in your HR role with the Annual Conference On Demand.

<http://annual.shrm.org/conference-demand>

Year 2015 SHRM annual HR conference will be held from 28 Jun-1 Jul 2015. You can contact info@thehrmetrics.com



What is a competency?

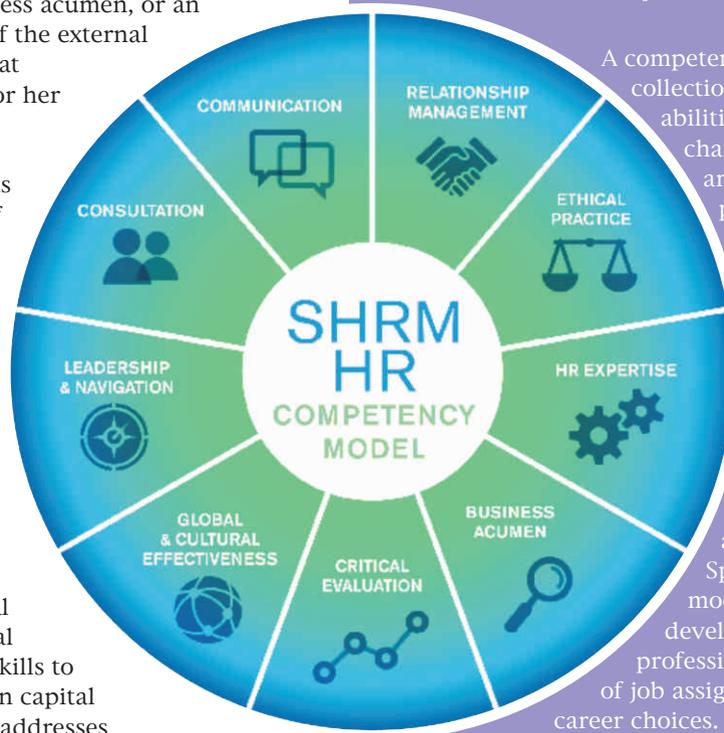
Competencies are individual characteristics, including knowledge, skills, abilities, self image, traits, mindsets, feelings, and ways of thinking, which, when used with the appropriate roles, achieve a desired result.

Competencies contribute to individual exemplary performance that creates reasonable impact on organizational outcomes. An example competency for HR professionals is business acumen, or an individual's knowledge of the external environment and how that environment affects his or her own organization.

For example, research has found the competency of business acumen to distinguish high-performing human resource professionals from their less effective counterparts. Human resource professionals who fulfill the role of strategic business partner most effectively access their business knowledge to create linkages between external demands and key internal requirements, and core skills to develop an overall human capital system that strategically addresses

organizational needs. Human resource professionals need to approach human resource work from a business perspective rather than from a human resource perspective.

What is a competency model?



A competency model refers to the collection of knowledge, skills, abilities, and other characteristics (KSAOs) that are needed for effective performance in the jobs in question. The individual KSAOs or combinations of KSAOs are the competencies, and the set of competencies are typically referred to as the competency model. Competency models play a vital role in the selection, training, and appraisal of professionals. Specifically, competency models can be used for developmental purposes by professionals to guide the choice of job assignments and make other career choices.

How did SHRM create this competency model?

SHRM followed the best practices delineated by the Society for Industrial & Organizational Psychology (SIOP) taskforce on competency modeling.

Developing a competency model occurs in three phases. The first phase is model development, the second phase is content validation, and the third phase is criterion validation. SHRM developed the initial model based on a) a thorough review and synthesis of the relevant

literature and b) input from over 1,200 HR professionals during 111 focus groups in 29 cities across the world. Together with the content validation, discussed next, the perspectives of HR professionals from 33 different nations were represented.

Content validation refers to the empirical investigation that asks subject matter experts to provide ratings regarding the accuracy, relevance, and importance of the competency model's content. The model then is refined based on these data. The content of Elements for HR

Success was validated through a survey with over 32,000 respondents.

Criterion validation refers to the empirical investigation of the ability of the model to assess performance. This is done by collecting ratings of employee performance from multiple sources, including measureable outcomes and self, peer, and supervisor ratings of employee performance. These ratings are directly linked to the competency model and serve as metrics of performance for the various elements of the competency model.

Why did SHRM create this competency model?

SHRM serves as a global leader in service to the HR profession. SHRM continually aims to identify what makes a successful HR professional and how SHRM can better support HR professionals in achieving their professional goals. This comprehensive competency model identifies the foundational competencies for HR professionals:

- at the entry, mid, senior, and executive levels of the HR profession,
- in small, medium, and large enterprises,
- in private, public, nonprofit, and not-for-profit sectors, and
- in organizations with multinational and domestic operations.

This model, and the resources; developed based on the model, will help HR professionals succeed in their current roles and; develop a roadmap to advance in their careers.

How will this impact me or the profession?

Through professional development and continuous improvement, any

HR professional can contribute to her or his organization's success in a meaningful way.

This model provides specific behaviors that define proficiency at each stage of an HR professional's career. It can serve as a resource to understand how you should be performing in your current professional stage as well as how you will need to perform at the next stage.

SHRM HR Competency Model

1. **Human Resource Expertise:** The ability to apply the principles and practices of human resource management to contribute to the success of the business
 - i. Talent Acquisition and Retention
 - ii. Employee Engagement
 - iii. Learning and Development
 - iv. Total Rewards
 - v. Role of the HR Organization
 - vi. Organizational Effectiveness and Development
 - vii. Workforce Management
 - viii. Labor Relations
 - ix. Technology & Data
 - x. HR in a Global Context
 - xi. Diversity & Inclusion
 - xii. Risk Management
 - xiii. Corporate Social Responsibility
2. **Relationship Management:** The ability to manage interactions to provide service and to support the organization.
3. **Consultation:** The ability to provide guidance to organizational stakeholders.
4. **Leadership and Navigation:** The ability to direct and contribute to initiatives and processes within the organization.
5. **Communication:** The ability to effectively exchange with stakeholders.
6. **Global and Cultural Effectiveness:** The ability to value and consider the perspectives and backgrounds of all parties.
7. **Ethical Practice:** The ability to support and uphold the values of the organization while mitigating risk.
8. **Critical Evaluation:** The ability to interpret information to make business decisions and recommendations.
9. **Business Acumen:** The ability to understand and apply information to contribute to the organization's strategic plan.
- xiv. Employment Law
- xv. Strategy

HR Competencies Framework

TITLE of each competency
DEFINITION of each competency
SUB-COMPETENCIES related to and/or subsumed by the relevant general competency
DESIRED BEHAVIORS expected from individuals at the highest level of proficiency on the indicated competency
PROFICIENCY STANDARDS at the four career stages (early, mid, senior, and executive). Each proficiency standard represents a Behavioral standards in which an HR professional at the relevant level should engage to be successful.

SHRM introduces 2 certifications to develop and evaluate new HR competency framework

CREDENTIAL	LESS THAN BACHELOR'S DEGREE		BACHELOR'S DEGREE		GRADUATE DEGREE	
	HR-RELATED	NON-HR	HR-RELATED	NON-HR	HR-RELATED	NON-HR
 SHRM [®] CERTIFIED PROFESSIONAL	3 years	4 years	1 year	2 years	Currently in HR role	1 year
 SHRM [®] SENIOR CERTIFIED PROFESSIONAL	7 years	8 years	5 years	6 years	3 years	4 years
Or complete one recertification cycle at the SHRM Certified Professional (SHRM-CP) Level						

Human Capital Management Analytics

Scorecard 2014

Human Capital Management in Alignment with Business



Business Objectives

Strategic HR Objectives

We also provide Web-based HCM Analytics Software

Operational HR Objectives

BUSINESS OBJECTIVES
Growth Volume
Time to Market
Quality of Service
Customer Satisfaction
Cost - Benefit Margin

STRATEGIC HR
Time to Hire
Quality Index of Hire
Talent Growth Index
Employee Engagement Index
Employees Retention Index
Employees Alignment with Business Performance Leadership Depth Index
Leadership Quality Index
Human Capital ROI Index

HIRING & RETENTION

HIRING
Hiring Volume Index
Time to Hire Index
New Hires Quality Index
New Hires Productivity Index
Hiring Cost Index
Cost per Hire Index
Recruitment Yield Index
Job Offer Acceptance Index
Unfilled Vacancies Index
Unfilled Vacancies Cost Index
Hiring ROI Index

RETENTION
Voluntary Turnover Index
Involuntary Turnover Index
Premature Turnover Index
Critical Positions Turnover Index
Turnover by Jobs Index
Turnover by Service Index
Turnover Cost Index

LEARNING AND GROWTH

LEARNING
Training Volume Index
Workforce Competency Index
Internally Trained Index
Externally Trained Index
Hours per Employee Index
Cost per Participant Index
Training Cost Index
Training Feedback Index
Learning Retention Index
Learning Transfer to Workplace Index
Business Performance Improvement Index
Training ROI Index

LEADERSHIP GROWTH
Talent Growth Index
Promotion Index
Rotation Index
Internal Placement Index
Succession Readiness Index

EMPLOYEE RELATIONS

Litigation Volume Index
Grievance Resolution Index
Grievance Handling Time Index
Lost Working Hours Index
Overtime Hours Index
Workplace Accident Index
Litigation Cost Index
Gender Index
Age Profiling Index
Service Profiling Index
Manager per Employees Index
Employee Absenteeism Index
Employee Absenteeism Cost Index
Employee Engagement Index
Employee Engagement and Financial Outcome Index

PERFORMANCE & REWARDS

PERFORMANCE
Writing Measurable KPIs
Employee with Measurable Objectives Index
Employees Performance Index
Business Performance Index
Financial Performance Index

COMPENSATION & BENEFITS
Compensation Cost Index
Salaries Cost Index
Benefits Cost Index
Employee Compensation Index
Compensation Satisfaction Index

HUMAN CAPITAL ROI
HR Budget Variance Index
HR Cost to Revenue Index
HR Cost to Opex Index
HR Cost per Employee Index
Human Capital ROI Index
Human Capital Value Added Index
Revenue per Employee Index
Cost per Employee Index
Profit per Employee Index

FUNDAMENTALS OF HUMAN CAPITAL MANAGEMENT ANALYTICS: This is a Foundation course for new HR professionals

- Difference between data, metrics and analytics
- Traditional Vs Contemporary HR Measurement
- Human capital management gap analysis, benchmarking and action planning Techniques
- Converting intangible data to financial information
- Using ROI, NPV, IRR, Payback period and Breakeven tools for HR investments analysis.
- Measuring HR financial contribution towards bottom line

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ISO TC 260



ISO TC 260 - Washington USA 2011

Background

The Society for Human Resource Management (SHRM) is the world's largest association representing more than 250,000 members in 140 countries. The Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States, subsidiary offices in China and India and SHRM Forums in 11 countries including Pakistan. Visit SHRM Online at www.shrm.org

ISO is a legal association of members of National Standards Bodies of 140 countries, supported by a Central Secretariat based in Geneva, Switzerland. The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade. ISO develops International Standards for

all industry sectors (with the exception of electro technology, covered by IEC, and telecommunications, covered by ITU). ISO has developed over 18500 International Standards on a variety of subjects and approximately 1100 new standards are published every year.

Areas of Standardization

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

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

Benefits of HR Standards

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

- Talent in developing countries will have increased access to job opportunities elsewhere due to interoperable workforce staffing practices.
- It will increase employee satisfaction and labor peace as job-to-employee alignment is better achieved through consistent and effective management practices.
- HR Management Systems from

different organizations will be able to transact without encountering the data transfer barriers among diverse software applications.

- Standardized HR processes will reduce paper documentation, and would promote telecommuting and distance learning further reducing the carbon footprint created by business travel needs and redundant administrative workforce practices.
- Consistency in HR practices will reduce the cost of investigations and other regulatory responsibilities of government agencies and ministries charged with overseeing workplace practices.
- Multinational companies will be able to share talent and labor more quickly and with less risk of loss and fewer errors. Labor markets will become true marketplaces, where commonly understood forms of transaction will be employee competencies, complete and timely information, and virtual/flexible working arrangements; forming talent exchanges analogous to

stock exchange transactions.

- The cost of managing employees will reduce as workforce management approaches will align with the standards and economies of scale can be applied, across sectors, in relocation, benefits, compensation and other HR functions.
- Business leaders would finally have a means to measure the value of the intangible assets including HR. The transparency of HR practices will enhance their reputation, improve employee morale, lower labor turnover, decrease accidents, enhance product quality and foster greater consumer and investor confidence.
- Employees' expectations for treatment and opportunity within organizations would be better understood by all parties and his or her competencies and other assets would be portable as he or she transfers among

organizations. Whether skilled or unskilled, employees would be incentivized to improve their capability and to trade them across borders to willing employers.



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

ISO Technical Committee 260 HR Standards Meeting

With a view to promote consistency and standardize the workforce management practices in terms of responsibilities and performance expectations, ISO has initiated standardization of HR and formed a Technical Committee ISO TC 260 in year 2011. ISO TC 260 HR Standards comprises of Permanent “P” members and Observer “O” countries. The countries in permanent membership include US, UK, France, Germany, Sweden, Switzerland, Austria,



Norway, Netherland, Portugal, Pakistan, Finland, Malaysia, Italy and Australia.

Progress on ISO HR Standards

Following Working Groups are developing the HR Standards shown against each:

1. WG 1: HR Terminologies (Led by Netherlands).
2. WG 2: HR Metrics (Led by USA)
3. WG 3: Human Governance (Led by France)
4. WG 4: Strategic Workforce Planning (Led by Australia)
5. WG 5: Recruitment (Led by USA)
6. WG NMC: Performance Mgt.

Pakistan National HR Standard Committee

With a view to review for global HR standards to give input from

country's economic interest point of view and also to make HR standards congruent with our national requirement, Pakistan Standards and Quality Control Authority formed "National Mirror Committee ISO TC 260 HR Standards". 75 CHROs from large multinational and national companies are participating in global HR Standards Development. Following are playing active role:

1. Mr Arshad Mahmood Akif, CEO ASK Development
2. Ms Fatima Asad-Said, Director Human Capital Excellence, Abacus Consulting
3. Dr Sitwat Husain, Head HR Descon



4. Syed Faraz Aziz, Head HR Pak Suzuki
5. Dr Sadia Nadeem, Chartered MCIPD, Professor FAST University
6. Mr Adeel Anwar HRMP, Consultant Timelenders
7. Mr Masroor Ahmad, GM HR Pakistan Petroleum Limited
8. Mr Haroon Waheed, Head HR Fatima Group



Pakistan Poverty Alleviation Fund transforms to evidence-based performance management system

Employees' performance is the corner stone and building block for organizational productivity. In traditional organizations, the employees' performance is based on subjective and descriptive phrases with a little or no line of sight with organizational performance. Following are the common issues



Consequences

- Performance based only on "attributes" measurements rather than "outputs of job is usually biased.
- Overly inflated bell curve at employee performance level, not corresponding with organization performance.
- Excessive grievances, loss of morale and some cases employees' attrition.
- Dissatisfaction cultivated despite award of bonuses and increments.

Progressive organizations are moving to evidence based management in human capital management. Pakistan Poverty Alleviation Fund organized a learning intervention for the GMs and Senior Manager on "Writing Measurable KPIs to Boost Organization Performance:

The intervention was designed with collaboration of Mr Rizwan Shaikh, Head HR PPAF and was hailed by Mr Qazi Azmat Isa, CEO PPAF.



What is 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 recertify every three years. You display your certification by putting the credentials after your name.

For more details visit: <http://www.shrmcertification.org/>

Participants

						Saba Umer Senior Manager HR, Mazik Global
Samiha Zahid Head HR & Admin Waseela Microfinance Bank	Adnan Hameed Manager HR IBA Karachi City Campus	Muhammad Muntazir Head Reward & Performance Management Siik Bank Limited	Fouzia Qayyum Manager CBT, e-Learning -L&TD Allied Bank Limited	Madhu Mati Manager HR Euronet Pakistan Euronet Pakistan	FACILITATOR Sohail Rizvi SPHR Group Head Learning, Allied Bank Limited	Ali Asif HR & Office Administrator MAN Diesel & Turbo Pakistan Ltd
					Sabir Mumtaz VP HR, Askari Bank Limited	Syed Farhat Bukhari Consultant, Abacus Consulting
Mushtaq Patni Assist Manager HR Pakistan Petroleum Limited	Fatima Asad-Said Director Human Capital Excellence Abacus Consulting	Anees Kas Head HR B.Braun Pakistan (Pvt.) Limited	Kamran Jamil Director Corporate Relations, Admin & HR ICMA Pakistan	Ghazala Shoab Manager HR Mentor Graphics	Muhammad Taimoor HR Manager, LMKR	Muhammad Sarwar Manager Grade 10, Allied Bank Limited
					Nabeel Khalid Manager HR, Islamic Relief Pakistan	Atif Tufail HR Head, INTECH Process Automation
					Azam Khawaja Learning and Development Manager, Linde Pakistan	Rabia Ali HOD, International Centre of Excellence
						Ahmad, Farooq Manager HR, Punjab Health Care Commission
						Asif Mushtaq General Manager HR & Admin, AFAQ Head Office

Testimonials



Azam Khawaja

As an HR Professional, I have learnt much through on the job training, working with the leading Multi-nationals of Pakistan. However, I wanted to enhance and update my theoretical knowledge of the HR function in line with the global developments. After evaluating the accreditation options available within the country, I concluded that a globally recognized HR Certification is a crucial investment in my career growth within or outside Pakistan.

The SHRM online learning resource provided by HR Metrics is an essential tool that helped me successfully take the exam.

I could not be more satisfied with my experience and would strongly recommend all HR Professionals to invest in their personal brands through globally accredited certifications.



Atif Tufail, Head HR

INTECH Process Automation

conducive learning environment created by Sohail sahib during the sessions resulted in enabling us to appear in the certification with requisite knowledge & skills.



Nabeel Khalid,

Manager HROD, Islamic Relief Pakistan:

"My aim of certification is to contribute more meaningfully in my Organization's development & success by acquiring next level of competence".



Muhammad Taimoor, HR Manager LMKR:

My Motivation to do HR certification is to enhanced my current HR skills and recognize myself in international HR market.

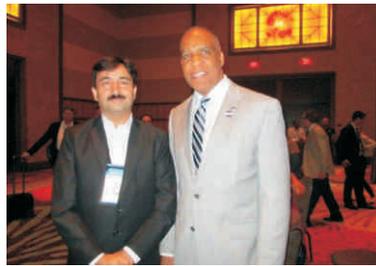


Muhammad Usman Sarwar:

An internationally recognized certification made possible in Pakistan

SHRM Leadership Network

Achal Khanna
CEO SHRM - India



Zahid Mubarik
President SHRM Forum Pakistan
Henry G. Jackson
President SHRM - USA



Izy Behar
President European
Association of People Management



Brad Boyson
CEO SHRM - UAE



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- Payroll Management
- Recruitment & Selection



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