

# workforce **tomorrow**

December - 2014

**SHRM**

Annual Conference &  
Exposition 2015  
**LAS VEGAS**

**HR Competency Model**

**Need Assessment Survey**

Evidence Based  
Management in HR

**Development of  
ISO Standard on  
Recruitment**

**Sandy J. Miles**

PhD, SPHR, GPHR, Academic FCIPD  
Convener, ISO/TC 260 WG5 Recruitment  
Professor of Management Murray State  
University

An Interview with

**Nadeem Hussain**

President, Tameer Microfinance Bank

**Learning Innovation  
Centre**

Higher Education Commission

**Farman Ullah Anjum**

Director General HRM

**Corporate Academic  
Linkage**

Iqra University



Saad Amanullah Khan  
CEO - ALAMIUT Consulting

**Human Governance  
Survey &  
Conference - 2014**



Qazi Azmat Isa  
CEO - PPAF



Dr Asad Zaman  
VC - PIDE



Roomi S.Hayat  
CEO - IRM



Zia-ul-Mustafa Awan  
President - ICMA Pakistan



Dr. Raza Bhatti  
Member - HEC



Haroon Waheed  
Head HR - Fatima Group



Shafique Uqaili  
Chief HR - Allied Bank



Mazhar Hussain  
CHRO - PTCL



Fatima Asad-Said  
Executive Director - AbacusConsulting



Shoaib Baig  
HR Consultant



Wajid Ali Khan  
Head HR - Khushhali Bank



Arshad Akif  
CEO - ASK Development



Ahmed Nauman  
Head Learning - Bank Alfalah

# Using HR Metrics to Drive Business Results Need Assessment Survey

Business Executives judge HR strategic role NOT on be the basis of emotions or activities but by the IMPACT on the business, which is always measured in financial terms. In an increasingly competitive environment dominated by cost-cutting and tight budget justification, the role of HR is becoming critical to the overall success of the organization. Currently, the workforce investments range from 18-55% of over-all operating expense. Shareholders, CEOs and CFOs measure results. They are keen to have rigorous, logical, and principles-based framework for seeing the connections between human capital investments and organizational success.

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. HR's traditional model of using subjective opinions, emotions and gut feelings for workforce decision making is woefully inadequate. 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 including sales, finance, operations, supply chain and HR. 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.

## Benefits

Using Metrics, the HR can:

- 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.

## Need Assessment

We are interested to determine your interest in promoting evidence based management in HR through HR Metrics/Analytics to leverage HR functional and organizational performance. Your response to this survey will be treated with full confidentiality. If needed, our consultant will contact for further facilitation in this regard. Please send your response to HR Metrics

House 4, Sahibzada Abdul Qayyum Road, I-8/1,  
Islamabad. Ph: 051- 4939069

[info@thehrmetrics.com](mailto:info@thehrmetrics.com)  
[www.thehrmetrics.com](http://www.thehrmetrics.com)

We will be happy to provide you Human Capital Management Analytics software [www.hcmanalytics.net](http://www.hcmanalytics.net) for generating monthly HR MIS to leverage performance in above areas for driving workforce productivity and business results.

# Need Assessment Survey

Would you like to have following metrics dashboard in your organization?

HIRING		YES	NO	EMPLOYEE RELATIONS		YES	NO
Employer Branding Index	<input type="checkbox"/>		<input type="checkbox"/>	Employees per Manager Index	<input type="checkbox"/>		<input type="checkbox"/>
Hiring Volume	<input type="checkbox"/>		<input type="checkbox"/>	Employees Issues Resolution Index	<input type="checkbox"/>		<input type="checkbox"/>
Time to Hire	<input type="checkbox"/>		<input type="checkbox"/>	Employees Grievance Volume	<input type="checkbox"/>		<input type="checkbox"/>
New Hires Retention Quality	<input type="checkbox"/>		<input type="checkbox"/>	Grievance Handling Time	<input type="checkbox"/>		<input type="checkbox"/>
New Hires Performance Quality	<input type="checkbox"/>		<input type="checkbox"/>	Employees Grievance Resolution Index	<input type="checkbox"/>		<input type="checkbox"/>
Hiring Cost to HR Cost	<input type="checkbox"/>		<input type="checkbox"/>	Pay Settlement Time on Separation	<input type="checkbox"/>		<input type="checkbox"/>
Cost per Hire	<input type="checkbox"/>		<input type="checkbox"/>	Volume of Litigations	<input type="checkbox"/>		<input type="checkbox"/>
Job Offer Acceptance Index	<input type="checkbox"/>		<input type="checkbox"/>	Workplace Incident Index	<input type="checkbox"/>		<input type="checkbox"/>
Unfilled Vacancies	<input type="checkbox"/>		<input type="checkbox"/>	Female Employees Index	<input type="checkbox"/>		<input type="checkbox"/>
Unfilled Vacancies Cost	<input type="checkbox"/>		<input type="checkbox"/>	Female Managers Index	<input type="checkbox"/>		<input type="checkbox"/>
				Employees Service Profiling Index	<input type="checkbox"/>		<input type="checkbox"/>
				Employees Age Profiling Index	<input type="checkbox"/>		<input type="checkbox"/>
RETENTION				COMPENSATION & BENEFITS			
Total Turnover Index	<input type="checkbox"/>		<input type="checkbox"/>	Compensation to Operation Cost Index	<input type="checkbox"/>		<input type="checkbox"/>
Voluntary Turnover Index	<input type="checkbox"/>		<input type="checkbox"/>	Compensation per Employee	<input type="checkbox"/>		<input type="checkbox"/>
Involuntary Turnover Index	<input type="checkbox"/>		<input type="checkbox"/>	Salaries to Compensation Cost Index	<input type="checkbox"/>		<input type="checkbox"/>
Voluntary Turnover Cost Index	<input type="checkbox"/>		<input type="checkbox"/>	Benefits to Compensation Cost Index	<input type="checkbox"/>		<input type="checkbox"/>
Turnover by Performance Index	<input type="checkbox"/>		<input type="checkbox"/>	HR Cost to Revenue Index	<input type="checkbox"/>		<input type="checkbox"/>
Turnover by Service Index	<input type="checkbox"/>		<input type="checkbox"/>	HR Cost to Operation Cost Index	<input type="checkbox"/>		<input type="checkbox"/>
Turnover by Jobs Index	<input type="checkbox"/>		<input type="checkbox"/>	HR Cost per Employee	<input type="checkbox"/>		<input type="checkbox"/>
Turnover by Reasons Index	<input type="checkbox"/>		<input type="checkbox"/>	HR Budget Variance Index	<input type="checkbox"/>		<input type="checkbox"/>
				Human Capital ROI	<input type="checkbox"/>		<input type="checkbox"/>
				Human Capital Value Added	<input type="checkbox"/>		<input type="checkbox"/>
TRAINING & DEVELOPMENT				WORKFORCE PRODUCTIVITY			
Training Participants Volume	<input type="checkbox"/>		<input type="checkbox"/>	Writing Measurable KPIs	<input type="checkbox"/>		<input type="checkbox"/>
Training Hours per Employee	<input type="checkbox"/>		<input type="checkbox"/>	Workforce Performance Index	<input type="checkbox"/>		<input type="checkbox"/>
Internally Trained	<input type="checkbox"/>		<input type="checkbox"/>	Business Performance Index	<input type="checkbox"/>		<input type="checkbox"/>
Cost per Participant-Internal Training	<input type="checkbox"/>		<input type="checkbox"/>	Financial Performance Index	<input type="checkbox"/>		<input type="checkbox"/>
Externally Trained	<input type="checkbox"/>		<input type="checkbox"/>	Revenue per Employee	<input type="checkbox"/>		<input type="checkbox"/>
Cost per Participants-External Training	<input type="checkbox"/>		<input type="checkbox"/>	Operating Cost per Employee	<input type="checkbox"/>		<input type="checkbox"/>
Training Cost to HR Cost Index	<input type="checkbox"/>		<input type="checkbox"/>	Profit per Employee	<input type="checkbox"/>		<input type="checkbox"/>
External Training Cost per Employee	<input type="checkbox"/>		<input type="checkbox"/>				
Training Transfer to Workplace Tools	<input type="checkbox"/>		<input type="checkbox"/>				
Training ROI	<input type="checkbox"/>		<input type="checkbox"/>				
LEADERSHIP DEVELOPMENT							
Promotion Index	<input type="checkbox"/>		<input type="checkbox"/>				
Rotation Index	<input type="checkbox"/>		<input type="checkbox"/>				
Career Growth Index	<input type="checkbox"/>		<input type="checkbox"/>				
Career Path Index	<input type="checkbox"/>		<input type="checkbox"/>				
Turnover Index	<input type="checkbox"/>		<input type="checkbox"/>				
Internal Hiring Index	<input type="checkbox"/>		<input type="checkbox"/>				
Succession Coverage Index	<input type="checkbox"/>		<input type="checkbox"/>				
Succession Readiness Index	<input type="checkbox"/>		<input type="checkbox"/>				

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# CEO Message

**Zahid Mubarak SHRM-SCP, GPHR, HRMP**

CEO HR METRICS and HCM ANALYTICS LLC

President SHRM Forum Pakistan

Member ISO Technical Committee 260 HR Standards

Chairman National HR Standards Committee Pakistan



Year 2015 is ushering in new opportunities for human resource professionals. HR needs to be aware of the swell of interest in HR measurement by boards and investors. Powerful groups such as the Sustainability Accounting Standards Board and the International Integrated Reporting Council are pushing forward reporting standards that include reporting on human capital.

Building the analytical capability of HR in recruitment, reward, engagement, learning, leadership development and drawing linkages between investment in these areas and impact on organization bottom line helps in making better workforce decisions.

Investing in HCM analytics is becoming imperative for organizations. The reward could be worth millions of dollars for your company, but you will only get there, if you start today.

At times, companies equate analytics capability with buying software for measuring HR activities to generate more reports. Certainly it is not.

Measuring and benchmarking the pivot points in your workforce management, which have a high pay off for your business make the difference.

Good luck for the year 2015

As a leading segment of society, the business has become the most powerful force for positive change in the world today. SHRM Forum Pakistan in Collaboration with AbacusConsulting organized a Conference at Marriott Islamabad on 13th Dec 2014, titled Strengthening Human Governance for Sustainable Corporate Value.

## Society for Human Resource Management

Society for Human Resource Management [www.shrm.org](http://www.shrm.org) is the world's largest HR association. Representing more than 260,000 members in over 140 countries, the Society serves the needs of HR professionals and works for advancement of HR profession. SHRM is based in United States, with subsidiary offices in China, India and Forums in 11 countries around the world including Pakistan.

## SHRM Forum Pakistan

SHRM Forum Pakistan is working on various national and global initiatives. It is representing Pakistan at ISO Geneva Technical Committee 260 for HR Standards development. Initial member countries in this group included US, UK, Australia, Austria, Denmark, France, Germany, Italy, Netherlands, Norway, Portugal, Sweden, Switzerland and Pakistan. Currently the ISO HR Standards Committee is developing global standards on strategic HRM including Human Governance, Workforce Planning and Hiring. Going forward, HR standards will encompass all functional areas of HR management.

## About ISO

The foremost aim of ISO standards is to promote transparency, objectivity 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. The ISO HR standards will offer broad, coordinating guidance and harmonize disparate practices for the benefit of organizations and workforce. 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, improved employee satisfaction and productivity.

## Conference on Human Governance Standard in Pakistan

Corporate history is deluged with examples, in which lack of effective human governance framework has resulted in inappropriate response to global competitive challenges, pursuing the wrong business strategies or engaging in self-serving actions that are detrimental to the stakeholders' interest in society. Decision-making process of business needs to take into consideration the human well being and the interest of the all stakeholders in the society. For business corporations to assume this role is never easy since conflict can arise between serving the self and the public.

SHRM Forum Pakistan in collaboration with AbacusConsulting organized a Conference at Marriott Islamabad on 13 Dec 2014, titled "Strengthening Human Governance for Sustainable Corporate Value". The conference was aimed at engaging leadership of policy making institutes in Pakistan, business and community leaders, seeking their insight that can help in formulating a human governance standard for promoting transparency and sustainable organizations.

## Conference Theme

- Review the linkages link between Human Governance and "Code of Corporate Governance" and influence of corporate governance on the design and implementation of HR Management Policies.
- Review of structure, competency framework and performance TORs of HR & Remuneration (HR&R) Committee at board level to facilitate members in carrying out governance duties with full assertiveness, integrity and responsibility, for the benefit of all stakeholders.
- Analyze whether in public sector companies with dominant external stakeholder (the state), the interests of internal stakeholders' (employees) are overlooked because management is required to prioritize the interests of the dominant stakeholder.
- Analyze loopholes in conflict of interest policy to evolve a mechanism to ensure that any conflicts of interest appearance are avoided or appropriately managed through disclosure, refusal or other means;
- Review the quality of employees-management relations and their impact on organizational performance.
- Review of contemporary global trends in human governance risk assessment and disclosure framework.
- Need for a policy guideline that human governance policies of the organization are in writing, clearly articulated and officially adopted; with an emphasis on promoting a culture of working relationship with senior management based on mutual respect, fairness, openness and trust.

# STRENGTHENING HUMAN GOVERNANCE FOR SUSTAINABLE CORPORATE VALUE

December 13, 2014 | Marriott Islamabad

## M E S S A G E S



### Mohammad Zubair

Minister of State and Chairman, Privatisation Commission of Pakistan

As a leading segment of society, the business has become the most powerful force for positive change in the world today. It is through human governance that government can strengthen its agenda of privatization, deregulation, restructuring and good governance seeking to enhance growth and productivity in the economy; paving way for sustainable public and private sector



### Fuad Azim Hashimi

CEO Pakistan Institute of Corporate Governance

A structured human governance framework facilitates competencies and performance of the board's HR & Remuneration (HR&R) Committee and enables its members to discharge their responsibilities with full assertiveness to the satisfaction of the other directors and for the benefit of all stakeholders



### Arshad Saeed Husain

President, American Business Council of Pakistan

Effective human governance will promote an organizational culture based on mutual respect, fairness, openness and trust. This will improve the quality of employee-management relations and will ultimately have a positive impact on organizational performance.



### Zahid Mubarik GPHR, HRMP

President SHRM Forum Pakistan, Chairman National Committee HR Standards

As markets compete to attract the capital from world over, companies are gauged by the investors using various factors that demonstrate sustainable track record. For companies to compete globally, they have to follow enhanced corporate governance standards. Human governance is a major factor towards making capital markets transparent, protecting rights of minority shareholders, attracting and retaining foreign investment



### Asad Ali Khan

President, AbacusConsulting

The Human Governance Conference 2014 is one of the many initiatives of the SHRM Forum Pakistan, aimed at creating awareness of the effective human governance in the business community at large. AbacusConsulting has extended a hand to SHRM forum to express its full support to this initiative of great significance. I am confident that the Conference would be able to formulate positive recommendations towards the enhancement of corporate accountability and the adoption of this framework as it is a major evolution in corporate governance regime in Pakistan.

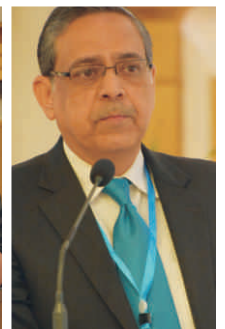
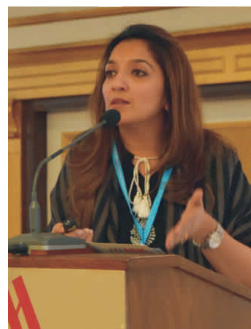


### Dr. Mukhtar Ahmed

Chairman, Higher Education Commission

The development of human governance framework will define a system that promotes good governance objectives and implementation plans to measure their success. It will encourage ethical conduct that ensures effective strategic decision-making with a view to create responsible, accountable and value driven organizations.

# Event Gallery







Lucky Draw



# Human Governance Survey

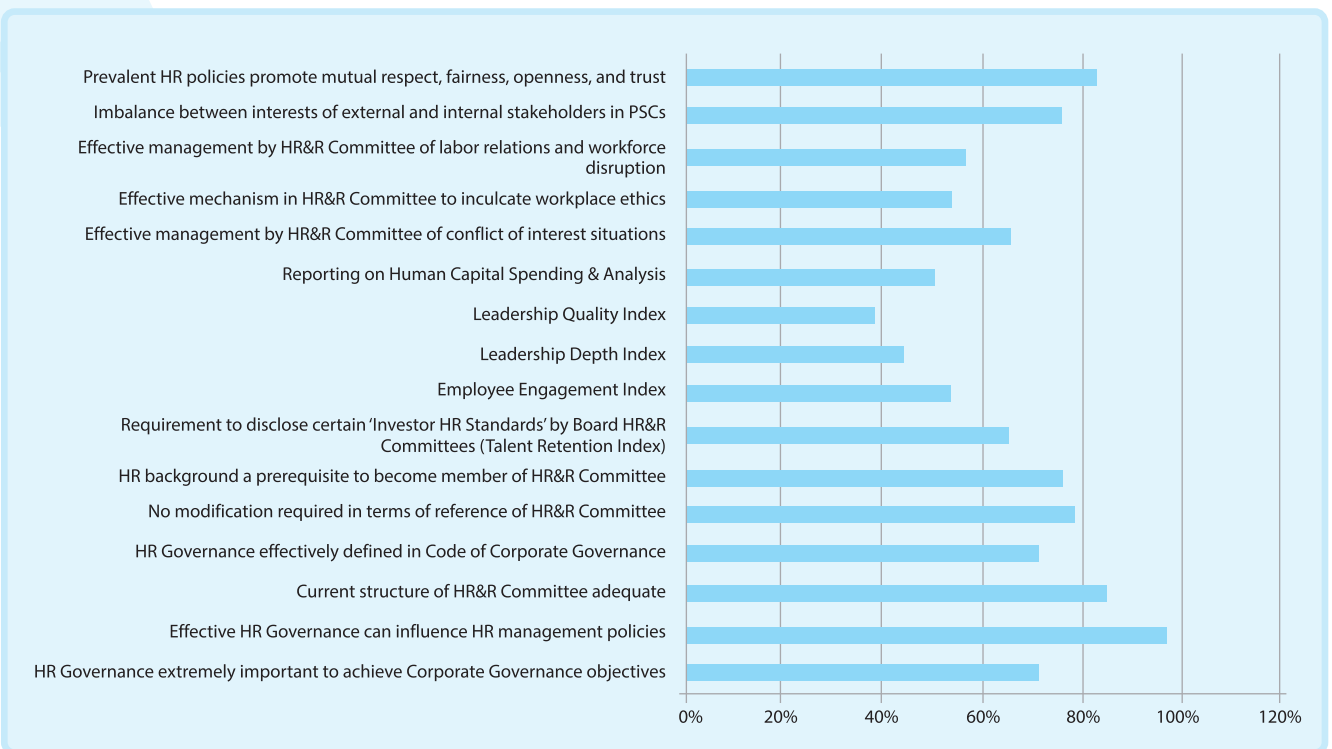
STRENGTHENING  
HUMAN GOVERNANCE  
FOR SUSTAINABLE CORPORATE VALUE

## Background

As a leading segment of society, the business has become the most powerful force for positive change in the world today. SHRM Forum Pakistan in collaboration with Pakistan Institute of Corporate Governance had organized a National Conference at Serena Islamabad on 13 Dec 2014, titled “Strengthening Human Governance for Sustainable Corporate Value”. The conference engaged policy making institutes in Pakistan, business and community leaders, seeking their insight that helped in formulating a human governance standard for promoting transparency and sustainable organizations.

In order to get insight of business leaders about the role of human governance in creating sustainable corporate value, a pre-survey was conducted with collaboration of PICG, which will help in shaping recommendation for good governance.

## Survey Results



# SHRM 2015 ANNUAL CONFERENCE & EXPOSITION LAS VEGAS

LAS VEGAS CONVENTION CENTER | JUNE 28 - JULY 1, 2015

## INSPIRING SPEAKERS

Sheryl Sandberg, COO of Facebook, Marcus Buckingham, best-selling author, and Dr. Mehmet Oz, world-renowned surgeon, will offer fresh perspectives and inspiring stories that can help shift your perspectives and deepen your understanding of leadership, motivation, and success. You'll hear from business leaders, HR practitioners, consultants and academicians.



SHRM Forum Pakistan is organizing a delegation to SHRM 67th Annual Conference and Exposition to be held June 28 – July 1, 2015 in Las Vegas, Nevada, USA. The SHRM Annual Conference and Exposition is the largest and most diverse international HR event in the world. We expect more than 15,000 attendees from 90+ countries and territories and more than 800 vendors will be present in 1,200 exhibition booths to share the latest in HR products and services.

The SHRM Annual Conference & Exposition is the largest and best HR event in the world, providing your organization with the tools and resources you need to create and implement the successful HR practices that will ensure that your company will thrive. Your company will get the targeted strategies and practical

takeaways that you need to achieve your goals – from talent management to federal compliance to cutting-edge business strategies.

### Comprehensive Learning

**4 days** of programming with over **200 sessions**, the SHRM Exposition, and endless networking, this is the must-attend HR conference of the year. Topics include talent management, business management and strategy, benefits and compensation, international HR, personal and leadership development, and employment law and legislation. Additionally, all sessions have been mapped to **SHRM's Elements of HR Success Competency Model** to provide maximum relevance for HR practitioners so they can plan their conference agenda and improve their

own effectiveness (business acumen, communication, consultation, critical evaluation, diversity and inclusion, ethical practice, HR technical expertise, leadership and management, organizational leadership, and relationship management).

### Fresh Perspectives

Internationally-renowned speakers that offer fresh points of view and inspiring stories that can help shift your perspectives and deepen your understanding of leadership, motivation, and success. You'll hear from business leaders, HR practitioners, consultants and academicians.

Please contact: [info@shrmforum.pk](mailto:info@shrmforum.pk) or call 051-2511132 for assistance.

# An Interview with Nadeem Hussain

President, Tameer Microfinance Bank



Tameer Microfinance Bank Limited is the first scheduled Microfinance Bank in Pakistan and a majority owned subsidiary of Telenor Pakistan. It launched its operations in 2005 to provide micro-finance and related financial services to the less privileged and unbanked segment of the society. In 2009, Tameer Microfinance Bank partnered with Telenor Pakistan to introduce branchless banking for the first time in Pakistan. The innovative product umbrella of EasyPaisa gives the people of Pakistan complete convenience and empowerment that they have always wanted in life.

What challenges have you faced for developing organizational structure and availability of suitable resource to realize your dream?

Tameer Bank is a pioneer in local Microfinance industry. There was no prior example available for us to emulate so everything you see in Tameer today; organizational structures, systems & processes as well business practices had to be created from scratch.

It was challenging to find expertise that could assist in building the organizational structure, communicate and realize the vision. However, we were lucky to find seasoned professionals in the banking industry who were willing to take up this challenge. Those professionals along with our fresh talent were able to lay the foundations of an organization which has evolved over a decade and has a potential to reach new heights.

What is the key component of your HR strategy to attract effective workforce?

Our recruitment strategy is hiring fresh graduates. We hire locals who are familiar with their market, trends and culture. This helps us in building our clientele and providing tailor-made services to our customers.

This has been our strength; we have harnessed home-grown talent, which grew within the organization and is now in leadership positions. This internal hiring has motivated all the new entrants and has been showcased as our competitive advantage.

The workforce management structure for microfinance service to non-bankable segment is also unique; how do you ensure skill set of your people?

Our focus is on continuous development of our employees by utilising our internal expert resources to cater to this unique market segment. We have guest facilitators who are subject experts and dedicate their time by sharing

their knowledge and ensuring development of workforce.

Secondly, our on-the-job training program is our strength. We expose our entire workforce to business reality on ground and also try to inculcate the philosophy of taking initiative on which the very values of Tameer stand.

What strategy do you use for growth of your employees and succession management of key positions?

We have a transparent and formally structured process whereby a cross-functional team deliberates on talent and succession management to identify key positions and successors for the bank. They are also responsible for developing their future growth plans.

How do you engage the workforce and ensure their satisfaction?

Our engagement model is based on open communication. We believe that keeping in touch with our workforce is the key to run a successful organization. This close contact is ensured through frequent field visits, employee events and our corporate newsletter which keep employees abreast with the management's initiatives.

Anything else that you wish to highlight regarding people management and its impact on business?

I believe that people are the heart and soul of bank. Tameer exists because of its people's passion and drive for success. Satisfied employees make a successful organization.

# Development of ISO Standard on Recruitment



**Sandy J. Miles**  
PhD, SPHR, GPHR,  
Academic FCIPD

Convener, ISO/TC 260 WG5  
Recruitment

Professor of Management  
Murray State University

The concept of standards has been around for centuries. The origination of standards can be traced back to ancient civilization with cities trying to synchronize holidays. Standards have evolved to cover a myriad of situations in which people agree on acceptable practices. Without standards, products would not be interchangeable, actions would not be predictable, and life as we know it would be chaotic. For instance, not all light bulbs would fit in all light sockets, traffic signals would not be able to direct traffic, and nuts and bolts from different manufacturers could not be used together. While business standards have existed for quite some time, international standards in human resource management is now evolving. For organizations, this will make benchmarking easier, and allow for better management of an organization's most critical resource— its human resources.

In September 2013, the ISO/TC 260 voted to start work on a recruitment

standard. The relevance of this standard is twofold. First, recruitment is a fundamental human resource management process and the first step in the employee life cycle. Secondly, the Boston Consulting Group in conjunction with the World Federation of People Management Association found organizations rated in the top 20 percent in recruiting experienced 3.5 times the revenue growth and as much as twice the average profit margin.

The greater majority of ISO/TC 260 member countries agreed and volunteered to participate in drafting a recruitment standard that would lay out the minimally acceptable practice for the recruitment of talent into the organization.

With input from Australia, Finland, France, Germany, India, Pakistan, Sweden, United Kingdom, and the United States a mutually agreeable definition and model for the process of recruitment emerged.

Recruitment is defined as the process of attracting, sourcing, assessing, and employing talent for an existing or new position within the organization. The focus of the standard, is the recruitment process and decision points within the process, recognizing there are certain factors that will vary by country and organization. These elements include the needs of the organization, human capital management policies and objectives (including workforce planning), legal, and economic environments. These elements influence the recruitment process, which in turn impacts the organization's quality and quantity of talent, recruitment outcomes, and human capital outcomes.

The standard takes a unique approach in that it provides guidance in recruiting for organizations in accordance to the manner in which talent flows through the value chain. The elements in the value chain are: potential talent pool, talent pool, applicant pool, candidates for further evaluation, candidate management, pre-board, and board. The potential talent pool refers to the grouping of people who currently have or can develop the knowledge, skills, and abilities (KSAs) to perform a specific function, regardless of whether or not they would ever

apply to work. The talent pool are the people who possess the KSAs for a specific employment opportunity. The employer's goal at this stage is to motivate people to apply. The people who apply for the specific employment opportunity comprise the applicant pool. Applicants who are evaluated and deemed qualified move in to the candidates for further evaluation pool. The standard offers guidelines on the funneling process to move to the next stage of candidate management.

Candidate management focuses on final decisions regarding interested and qualified candidates. The goal of this stage is to offer jobs to interested and desired candidates, while other candidates are channeled to other pools if appropriate, or thanked and notified of the final decisions. Continuing to attract and ensure the candidate moves from this stage to the first day employment is the focus of the pre-board stage. The pre-board contains all the activities required to move the candidate from accepting the offer to the first day of employment. When the worker reports for the first day of employment, the person is considered boarded, and the vacancy closes.

A pivotal part of managing the recruitment process is measurement. Collecting, analyzing and acting on the measurement results of the

recruitment process is critical to ensuring that high-quality talent is being employed while maximizing the efficient use of resources.

Zahid Mubarik, from the Pakistan National Standards Body, played a key role in classifying some of the metrics into efficiency, effectiveness and impact measurements. Organizations select key recruitment metrics that align with the needs of the organization. Based on the metrics selected, data is collected, measured, and analyzed. The data then can be used as internal and external benchmarks. Results that are not in aligned with target are analyzed for potential cause of deviation. An action plan is then developed to improve the results, with comparisons and improvements until desired results are achieved.

In essence, many of the ISO countries have come together to offer organizations an international standard for recruitment not only to help acquire talent, but to also ensure fair processes to those applicants who apply but are not accepted into the employment of the organization.

The global participants of this recruitment standard have written it to be usable and practical for any organization to adopt regardless of size, industry, or global location.

## FEW ACADEMIC ACHIEVEMENTS by Iqra University Students



Adnan Ameer Ali (Lithuania), Fraz Kamran (Egypt), Salman Arshad (Egypt), Haris Aziz (Thailand), Ghazain Yousuf (Romania), Muhammad Jaliwala (Romania), Muhammad Wajahat Ali Khan (Sri Lanka); students of Iqra University, successfully completed their International Internship program.



Syed Hasan Adil, Haider Abbas, Monis Ahmed Thakur, Irfan Hameed, Shameer Fazeel, Kalpina Kumari, Sania Usmani, Sumera Hayat; students of Iqra University, presented their research papers in various conferences held in different countries.



"Team Accountology Consultants" represented by Adeela Younus, Fariyah Hatim, Areeba Matin Siddiqui and Sundas Yousufi (students of Iqra University) were awarded Runners-Up Position in "CIMA Global Business Championship" in Pakistan 2012-13.



Omer Bilal, M. Salman Tahir and Sabina Ahsan Pirzada, students of Iqra University, won Best Internees Award in leading companies (PIA, PSO, NBP respectively).



CLASSROOM



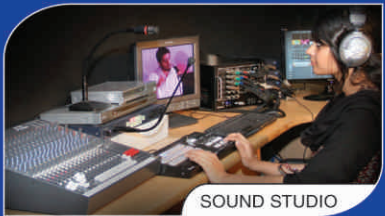
FILM STUDIO



iMAC LAB



RECORDING STUDIO



SOUND STUDIO



COMPUTER LAB



## FEW SPORTS ACHIEVEMENTS by Iqra University Students



Iqra University Table Tennis Team comprising Muhammad Ali Kamran, Salman Saleem, Raheel Saleem and Bilal Khan Afridi secured 1st Position in "All Pakistan Table Tennis Tournament" organized by the HEC in 2013-14.



Iqra University Girls Swimming Team comprising Madiha Sajid, Sadia Abdul Jabbar, Urooj Jawed Samana and Syeda Sarah Hassan secured 3rd Position in "All Pakistan Girls Swimming Tournament" organized by the HEC in 2013-14.



Mirza Asad Baig won a Bronze Medal in Wushu. Hammad Aziz won a Silver Medal in Jujitsu. Abid Dilawar Khan won a Bronze Medal in "Jujitsu Championship". These events were organized by the HEC in 2013-14.



Minhal Sohail, Student of Iqra University, won a Gold Medal in "3rd National Youth and Junior Shooting Championship" organized by the National Rifle Association of Pakistan. She also represented Pakistan in the event "10 Metre Air Rifle" in the "17th Asian Games" held in Incheon, South Korea.



Syed Nawaz Hussain Shah, Student of Iqra University, won a Bronze Medal in "All Pakistan Karate Championship" organized by the HEC in 2013-14.



SNOOKER ROOM



SWIMMING POOL & JACUZZI



GYM



TABLE TENNIS ROOM



STEAM BATH



SAUNA BATH

Main Campus, Defence View, Shaheed-e-Millat Road (Ext.), Karachi-75500 | UAN: 111-264-264 : 35310816-26



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February 12, 2015

Registration Deadline:  
January 20, 2015

Email: [placement@iqra.edu.pk](mailto:placement@iqra.edu.pk)

Please let us know your experience working with HEC?

I am working with HEC for past 10 years. I have found HEC an extremely decentralized governance system. It appreciates good work and takes care of the employees in terms of their development and future challenges. Although it is a blend of government as well as corporate sector still it is much more beyond the paved government system. It is more international and flexible because it has to catch the changing world every time. It is funded by the government with grid economy to utilize it with its own discretion.

What is the purpose of LIC?

Learning Innovation Centre was established with an idea to run faculty development trainings for the newly recruited faculty and also to build the capacity of the university to run its training programs. There are a number of trainings available each year where the university faculty and administrative staff are invited through nominations by the universities.

It is not easy to take an innovative idea from your mind to the marketplace. How do you manage it?

HEC has launched a number of programs which directly or indirectly take the challenge of innovation. PhD program provide an opportunity to the students where they are exposed to the foreign world and brings innovative ideas to the country. Apart from this, HEC has allocated a reasonable funding which is provided as research grants to HR faculty members and PhD students to develop some innovation beneficial to the society. A reasonable number of universities where entrepreneurship programs have been initiated and also ORIC (Office of Research, Innovation & Commercialization) have been

# Learning Innovation Centre Higher Education Commission

Farman Ullah Anjum,  
Director General HRM

Learning Innovation Division was created in 2003 as an opportunity for Higher Education Academic Leaders and Management Officers to explore the challenges associated with Job and equip them with the latest professional tools/techniques and skills to serve their respective Higher Education Institutions (HEIs) with the best of their abilities.



established in various universities. HEC also provides grants to send people abroad for presenting papers in the international conferences. It is also running a huge program of curriculum development and innovative ideas become part of curriculum within the syllabus.

Whether the universities have their innovation centers?

The innovation is a very big challenge to the universities. There are a number of centers established by HEC in universities and it is expected that these centers will perform with the passage of time. These centers's are at a very initial stage.

How does LIC benefits the students and community?

The Faculty Development Program impacts the student's development in the way that programs and other research grants bring the students

and academia closer to serve the community. The university has the responsibility to train the affiliated college students and provide them guidance and leadership.

What is the present state of this program?

Achieving goals requires a concerted effort from the academic and policy communities to rigorously evaluate the effect of this program. This is a regular program run under the recurring budget and HEC is planning to expand this further in future.

What are the main areas it focuses on?

The main areas it focuses is teaching skills, classroom management , curriculum development, lesson training, communication, research techniques, getting research grants and other ideas which is essential for achieving HEC objectives.



# Pakistan Poverty Alleviation Fund Transforms to evidence-based Performance Management System



Qazi Azmat Isa  
CEO - PPAF

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. Traditional HR Performance Management System has following challenges.:

## Traditional Performance Management System

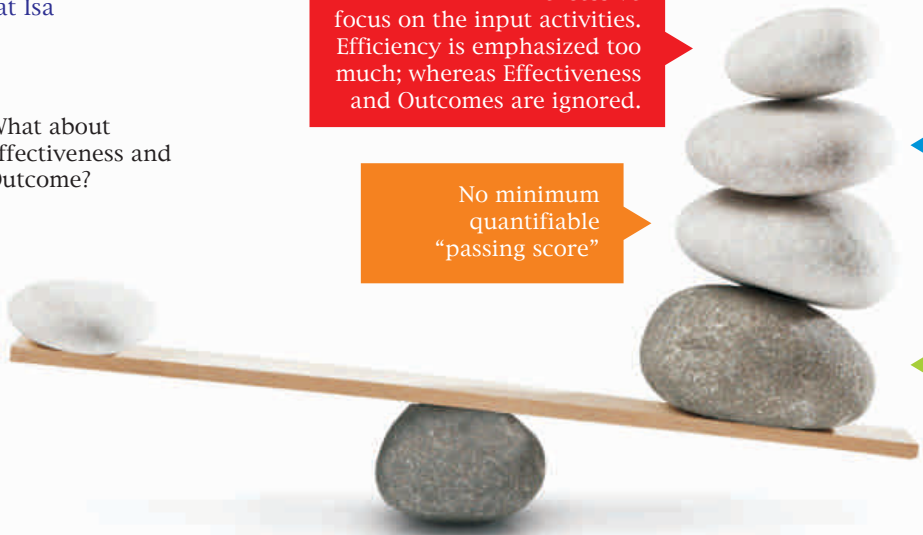
What about Effectiveness and Outcome?

An excessive focus on the input activities. Efficiency is emphasized too much; whereas Effectiveness and Outcomes are ignored.

No minimum quantifiable "passing score"

No line of sight between individual and organizational KPIs

Subjective descriptive phrases and missing objective decision criterion facts in KPIs weightage.



## Common Issues in Traditional PMS

- 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.

## Client's Testimonials

Excellent tool to assess the attribute of staff based on certain criteria.

**Shaukat Ali**  
General Manager, Pakistan Poverty Alleviation Fund

It was a unique learning experience and helped me to gain insight on how to develop measurable KPI's.

**Kamal Afridi**  
General Manager, Pakistan Poverty Alleviation Fund

It's an eye opener for HR Practitioners as it provides an insight into the soft as well as technical and financial component of HR. it describes a transition of HR from subjectivity to objectivity.

**Summaira Faisal**  
Senior Management Accountant,  
Pakistan Poverty Alleviation Fund

# Corporate Academic Linkage



**Iqra University:  
Ms. Musharaf Hai,  
CEO L'Oreal Pakistan visited the campus  
as part of our prized initiative  
"Business Beyond Boundaries"**



**Facilitators & the Management  
celebrate the success of IU Job Fair 2014  
with Vice President & Deputy Registrar,  
Iqra University**

"Industry is what the academia strives to serve", an embodiment of any university's policies in the long run pertaining to academics & research. An exposure towards industry related ideologies & problems that has to be provided to budding students as they will be the ones who will be facing these daunting realities further on in their lives.

Iqra University has taken concrete measures to ensure that the need of the corporate world is catered with the most comprehensively prepared Human Resource. Iqra University has been a worthy brick & mortar presence to this need, providing versatility in its offerings, be it Engineering Sciences, Media Sciences, all facets of Business Management, Fashion Designing among others, Iqra University caters all types of HR needs.

University Placement & Corporate activities touches the peaks that can be attained to fulfill the commitment to the corporate sector, the initiatives include on campus mock- interviews to provide students a chance to evaluate their communication skills, professional abilities & furthermore provide them a simulation of industry-related specifics. Sessions by Corporate Professionals consistently abreast students with what is practiced to give them the real zest of the

corporate world including all disciplines namely, Human Resource, Supply Chain, Media Sciences or Engineering Sciences. Iqra University also conducts versatile Seminars each semester in which dignitaries are invited on campus to deliver captivating insights from the top tiers of management. "CEO Talks" & "Business Beyond Boundaries" are amongst our most prized initiatives.

The University, continuing its legacy, has provided distinguished services to the corporate sector on a consistent basis and has always strived to satisfy Industry needs. A recent example is a comprehensive research for Indus Pharma regarding their product; "OEM-Pro", which helped devise their marketing strategy for this product.

It took another step in the right direction by initiating a corporate led endeavor i.e. IU Job Fair.

It is now a yearly feature of Iqra University's plans, providing a platform to students and corporate to bond. It is a forum whereby Iqra University showcases its graduates & their versatile capabilities, time and again, the growth in publication of research papers has been highlighted at various distinguished forums; their practical usefulness to the corporate world is the main focus of Iqra University.

# HR Metrics Events

HR Metrics facilitating HEC in transforming HR in 160 universities in Pakistan.

Event  
Gallery



**Essentials of Business & Financial Acumen for HR**



**HR Metrics Session with Telecom Sector HR Professionals**

(PTCL, Telenor, Mobilink, Ufone, Zong, Wi-tribe & Warid)



**SHRM-CP and SHRM-SCP Seminar at Lahore**



**SHRM-CP and SHRM-SCP Seminar at Karachi**



# Ladies Fund Conference

Dawood Global Foundation

21st September 2014 - Karachi

SHRM Forum Pakistan conducted panel discussion on topic  
**"How more women in management can make companies more competitive".**



Marriott Karachi

# New Global Standard in HR Competencies

## HR Conference

Dallas Texas, USA, 04-05 December 2014



**Zahid Mubarak is first person in Pakistan acquiring New Global Standards in HR Competencies**

### SHRM Global HR Competency Model



### SHRM HR CERTIFICATIONS to groom Professionals on HR Competency Model

**SHRM**<sup>®</sup>  
CERTIFIED PROFESSIONAL  
(Operational HR)

**SHRM**<sup>®</sup>  
SENIOR CERTIFIED PROFESSIONAL  
(Strategic HR)

Society for Human Resource Management is the world's largest HR association presents new competency model and new HR certifications. In past 3 years, SHRM has done global research including 111 focus groups around the world by interacting with 32,000 HR professionals and employers; and has determined what tangible value HR can add to the business and help organization in competitive business environment.

The SHRM new certifications (SHRM-CP for operational HR and SHRM-SCP for strategic HR) recognize that HR professionals are at the core of leading organizational success. It is built upon one singular body of knowledge designed to elevate the HR profession around the world. It ensures that the HR professional possesses the relevant HR knowledge required for today's workplace, but it goes one step further.

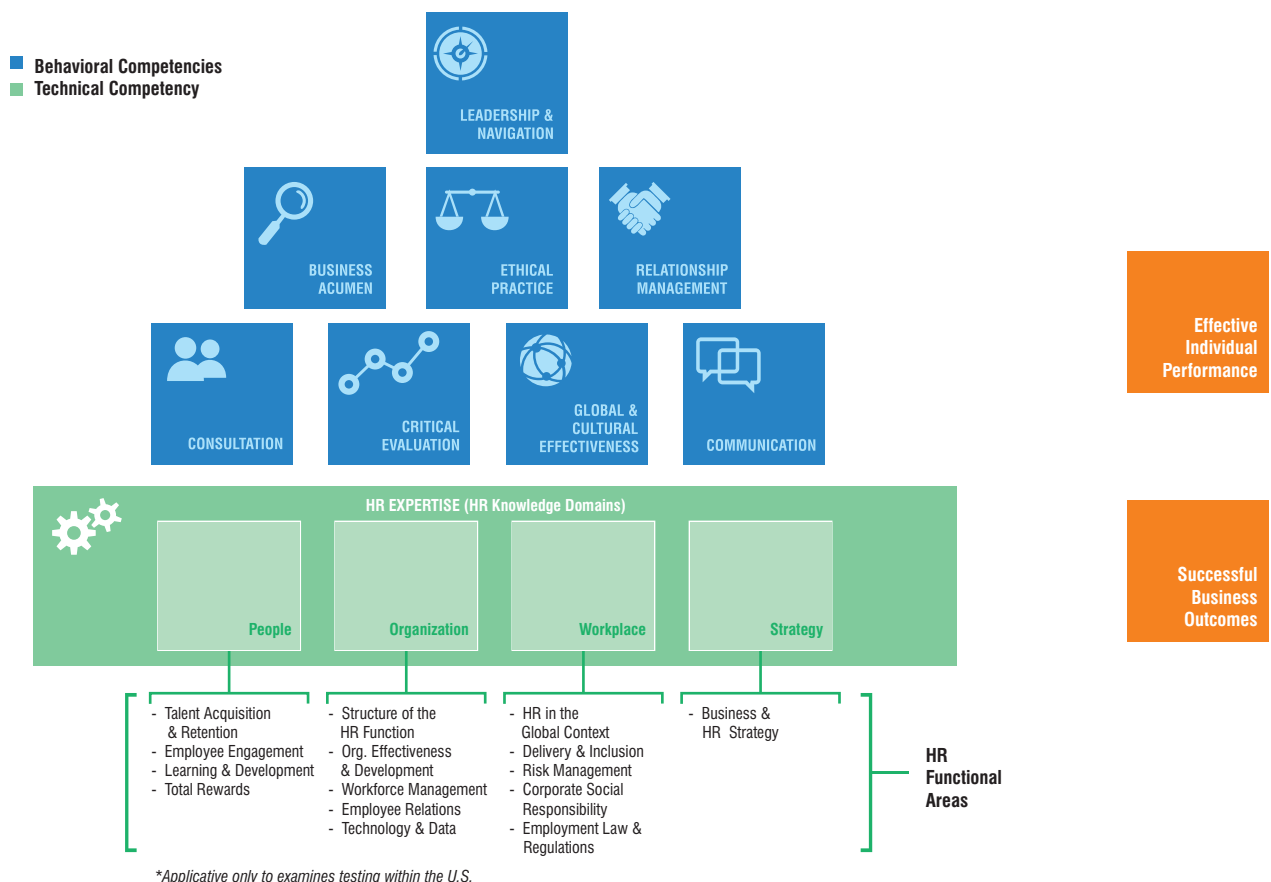
## SHRM Certification Objectives

- Incorporate the behavioral competencies that HR professionals need for career success
- Create the basis for a relevant & credible certification that receives widespread employer support
- Establish a universal standard and global brand for HR certification that will be recognized in every region

Provide a streamlined certification program that expands access, minimizes bureaucracy, and supports the continued development of the HR profession

## SHRM Body of Competency and Knowledge

The SHRM-CP & SHRM-SCP is based on the SHRM Body of Competency and Knowledge, which includes four key knowledge Domains and the eight behavioral competencies that HR professionals need for career success





## Top 5 Ways Your Organization will Benefit from your SHRM-CP or SHRM-SCP Certification

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

### 1. MY KNOWLEDGE WILL BE CURRENT AND RELEVANT:

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

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

SHRM Certification will become the new standard for HR

professionals around the globe, as it is among the first to focus on practical, real life HR information, teaching and testing competencies and knowledge. When I prepare for the certification exam with the SHRM learning system, I won't be simply memorizing a textbook, I will be applying concepts, using behavioral judgment, and understanding best practices for handling day to day business as well as unexpected scenarios. I will be learning from the experiences of other HR professionals, sharpening my skills and boosting my productivity and effective to drive our organizations success.

### 3. THESE CERTIFICATIONS WERE DEVELOPED WITH EMPLOYEES IN MIND

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

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

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

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

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

## What clients say about their experience with HR Metrics



The preparatory classes conducted by Mr Sohail Rizvi under the banner of HR Metrics proved to be concept clearing for me. In fact I studied very little from books and portal but his lectures and words carried me through the exam and I feel proud of being part of prestigious club. I have now been promoted to General Management role but this core certification will indeed be a backbone in my aspirations.

**Ali Asif**  
Head South Region, MAN Diesel & Turbo Pakistan



I am extremely thankful to Mr. Zahid for pushing and convincing me to test my knowledge against a globally recognised standard. The course material, four days preparatory session coupled with exam taking tricks helped a lot in my readiness for exam. Mr. Zahid kept the group motivated, bringing in new perspective to the table, kept the discussions going and at the same time created a sense of competition among participants. I encourage HR fraternity to challenge yourselves and become certified HR professional that is globally recognised.

**Sabir Mumtaz HRMP**  
VP HR, Askari Bank Limited



Excellent course, in a nutshell it properly makes hr people realize, they do add value to business and impact the organizations bottom-line.

**Shahzad Saleem Building HR Business Case**  
Head HR , KSB Pumps Company limited



This course gives you an understanding about the foreign best practices used in the world and helps in our understanding to adopt them according to our own needs.

**Shahma Zahid GPHR**  
Head HR ICAP



HR practices in Pakistan has been scattered due to varying thoughts, approaches and lack of standardization. Many thanks to HR Metrics for identifying the need to standardize HR practices in Pakistan and introducing the HR competency Model and globally recognized certifications. Having experience in the companies having global presence and hence dealing with diverse cultures and labor laws, I really felt connected to the content of HRBP certification facilitated under the banner of HR Metrics. I wish HR Metrics all the very best in its endeavors to align HR practices with that of global standards and giving HR fraternity the global recognition.

**Naeem Lodhi**  
Recruitment & Selection Lead, INTECH Process Automation (Pvt.) Ltd.



Highly recommended for all HR professionals, learning will not only contribute to individual development but also for organizational growth.

**Nabeel Khalid SHRM - SCP, HRMP**  
Manager HROD, Islamic Relief Pakistan



From the first day to the last day of the training and even after that, could I just say that HR Metrics were extremely helpful and professional in conducting and organizing the preparatory classes for the Human Resource Business Professional (HRBP) certification and most importantly without the input, knowledge, guidance & dedication put in by Mr. Sohail Rizvi, as the certification facilitator, it could have not been possible to pass the certification.

**Osama Adil HRBP**  
HR Officer, Punjab Healthcare Commission



It was a wonderful experience to attend this HR Training by HR Metrics. I would like to be a part of any training in future again. I hope this will be very useful for me in my career. I would like to appreciate HEC for organizing close to perfect event.

**Tayyaba Razzaq**  
HR Manager, Air University



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# Earn the New Standard in HR Certification.

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



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

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

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



### Let Us Guide You to Success.

Our course is based on the NEW 2015 SHRM Learning System for SHRM-CP/SHRM-SCP.

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

By attending our course, you'll benefit from:

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

Last date of registration for preparatory course: **15 Jan 2015**

Register now for upcoming classes. **Don't miss out!**

House 4, Sahibzada Abdul Qayyum Road  
I-8/2, Islamabad. 051-4939069, 0342-5579160  
info@thehrmetrics.com www.thehrmetrics.com

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

### SHRM-CP/SHRM-SCP Exam Window

Our course is designed to prepare HR professionals sitting for the SHRM-CP and SHRM-SCP exams. The next test window is:

#### Spring Window:

May 1-July 15, 2015

#### Applications Accepted:

January 5

#### Application Deadline:

March 13

#### Late Application Deadline:

April 17

For registration fees and exam information, visit

[www.shrm.org/shrmercification/](http://www.shrm.org/shrmercification/)

#### Preparatory Course Fee:

**SHRM Member: US 1400 \$**

**Non Members: US 1500 \$**

#### IN-HOUSE PROGRAM

For 7 or more participants from same organization, the cost per person:

**SHRM Members: US 1300 \$**

**Non Members: US 1400 \$**

If venue and logistics are arranged by your organization, then cost will be further reduced by Rs 10,000 per person