

HR Metrics

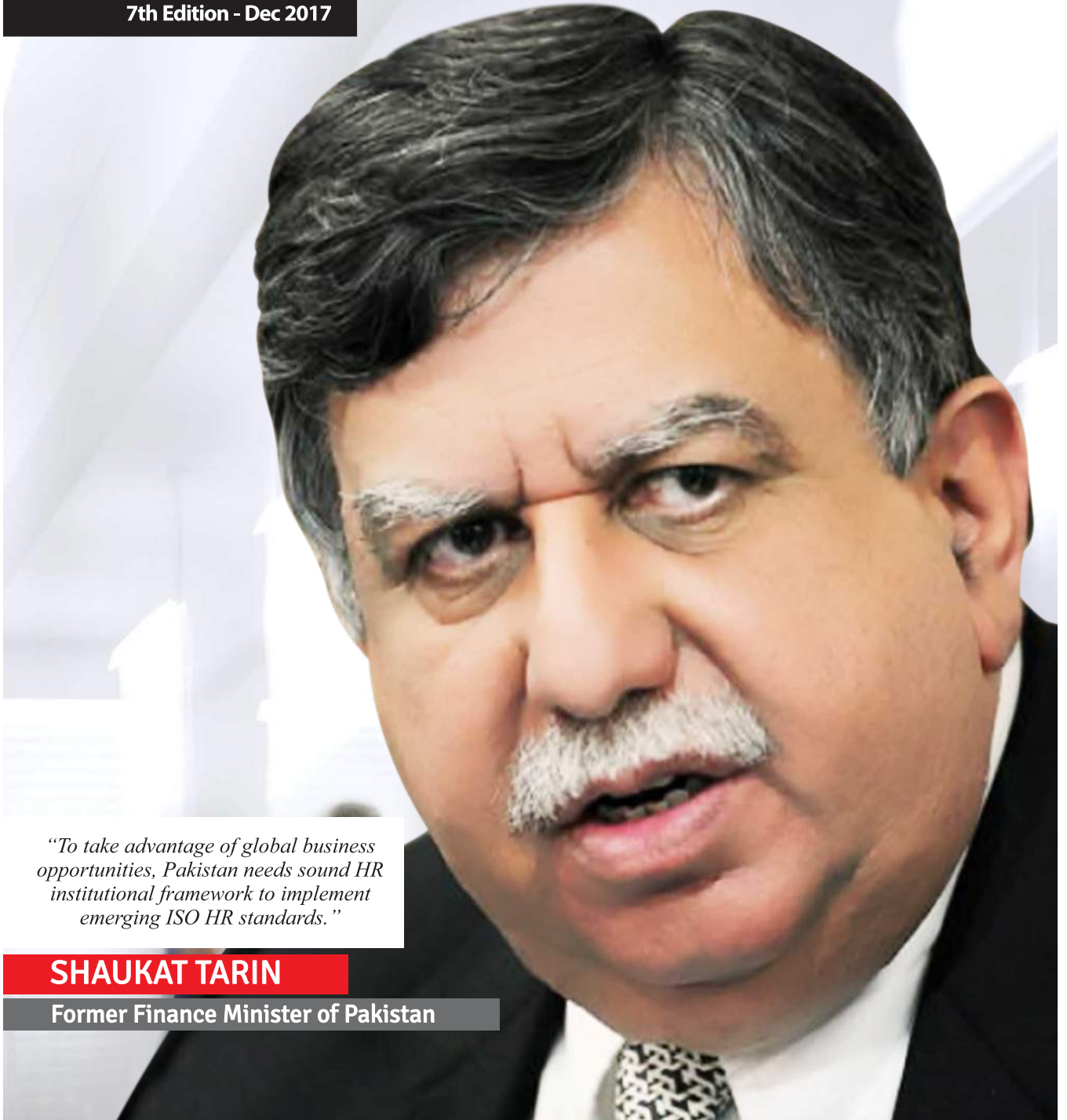
workforce tomorrow

7th Edition - Dec 2017

"To take advantage of global business opportunities, Pakistan needs sound HR institutional framework to implement emerging ISO HR standards."

SHAUKAT TARIN

Former Finance Minister of Pakistan



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A Vision of Success

CEO's
MESSAGE



ZAHID MUBARIK

SHRM-SCP, SPHRI, GPHR

CEO HR Metrics
President SHRM Forum Pakistan
Member ISO Technical Committee 260 HR Standards
Chairman National HR Standards Committee Pakistan



“ I would like to take this opportunity to wish you a happy new year and also thank you for your support of SHRM Forum Pakistan's initiative of professional development. 2016 has been a very successful year. Four HR Standards have been approved by ISO Technical Committee 260 thus making the HR more credible in terms of consistency and objectivity of its practices.

**More than 96,000
HR professionals are
SHRM-certified**

At global level, SHRM-CP and SHRM-SCP certification grow faster as employers value competency-based HR. Certified HR professionals' headcount reaches approximately 100 in Pakistan.

At national level, we are stepping up efforts and raising voice for "National Institute of HRM" to implement HR Competency Framework, implement HR standards, improve industry academia linkage and work for advancement of profession.

SHRM Forum Pakistan is committed to work with you to make organizations better workplace to work. On behalf of the SHRM Forum and HR Metrics, I wish you another year of health, wealth and prosperity. ”

STANDARDS BUILD TRUST

WORLD STANDARDS DAY

14 OCTOBER 2016

Sponsored by:





World Standards Day

Each year on 14 October, the members of the IEC, ISO and ITU celebrate World Standards Day, which is a means of paying tribute to the collaborative efforts of the thousands of experts worldwide who develop the voluntary technical agreements that are published as international standards.

About ISO

ISO is an independent, non-governmental international organization with a membership of 162 national standards bodies. Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market relevant International Standards that support innovation and provide solutions to global challenges. ISO's portfolio of over 19,200 standards provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and social. ISO standards make a positive contribution to the world we live in.

What is ISO standard

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

ISO HR Standard

If an organization's greatest asset is its people, it makes sense that putting people at the heart of its strategy is a recipe for success. Studies show that a high-performing HR department, with effective people management and recruitment, is linked to greater economic performance of the organization and plays a key role in instilling company values throughout the workforce. A new series of ISO HR standards aim to improve businesses through better human resource processes.

Why HR Standard

The World Trade Organization (WTO) requires its members to use international standards of the type developed by ISO; in order to avoid the technical barriers to trade that can be caused by differing national or regional standards. Estimates by the Organization for Economic Cooperation and Development (OECD) and the US Department of Commerce both show that standards and related conformity assessment (checking that products and services measure up to standards) have an impact on 80 % of the world's trade in commodities.

- In Canada, growth in the number of standards accounted for 17 % of the labor productivity growth rate and about 9 % of the growth rate in economic output (real GDP) over the 1981 to 2004 period.
- Over the 40 years to 2002, a 1% increase in the number of Australian Standards is associated with a 0.17% increase in productivity across the economy.
- The economic benefits of standardization represented about 1% of GDP in Germany.
- In the United Kingdom, standards made an annual contribution of GBP 2.5 billion to the economy, and 13% of the growth in labour productivity was attributed to standards. Standards were identified as enablers of innovation and facilitators of technological change. The economic return on investment in standards made sound business sense at both macro- and micro-economic levels.

Business Benefits of Standards

International Standards are strategic tools and guidelines to help companies tackle some of the most demanding challenges of modern business. They ensure that business operations are as efficient as possible, increase productivity and help companies access new markets. Benefits include:

- Cost savings - International Standards help optimize operations and therefore improve the bottom line.
- Enhanced customer satisfaction - International Standards help improve quality, enhance customer satisfaction and increase sales.
- Access to new markets - International Standards help prevent trade barriers and open up global markets.
- Increased market share - International Standards help increase productivity and competitive advantage.
- Environmental benefits - International Standards help reduce negative impacts on the environment



ISO Technical Committee 260 HR Standards

With a view to promote consistency and standardize the workforce management practices in terms of responsibilities and performance expectations, during year 2011, ISO initiated standardization of HR and formed a Technical Committee ISO TC 260 to pursue the project. ISO TC 260 HR Standards initially comprised of 11 Participating “P” Member countries including Pakistan, US, France, Germany, Sweden, Switzerland, Austria, Norway, Netherland and Portugal. Pakistan's access to ISO TC 260 was initiated by Mr. Zahid Mubarik President SHRM Forum Pakistan/CEO HR Metrics with support of Pakistan Standards & Quality Control Authority (PSQCA), Currently the “P” member countries have increased to 23 and 22 Observer “O” countries.

ISO TC 260 HR Standards Working Groups

Following standards working groups (WG) being led by respective country:

1. HR Terminologies- ISO WG 1 convenor Netherlands.
2. HR Metrics- ISO WG 2 convenor USA and Pakistan.
3. Human Governance-ISO WG 3 convenor France.
4. Workforce Planning-ISO WG 4 convenor Australia.
5. Recruitment-ISO WG 5 convenor USA.
6. Knowledge Management-ISO WG 6 convenor Israel.
7. Human Capital Reporting-ISO WG 7 convenor Germany.
8. Diversity & Inclusion-ISO WG 8 convenor USA
9. HR Competency Framework- ISO WG 9 convenor Canada.



ISO TC 260 Meeting 1-2 September, 2016 at Singapore

ISO initiated standardization of HR and formed a Technical Committee ISO TC 260 to pursue the project

Approved HR Standards

The standards were developed by ISO Technical Committee ISO/TC 260, Human resource management, whose secretariat is held by American National Standards Institute ANSI. The standards were finalized as a result of past 5 years extensive deliberations and meetings by ISO TC 260 at various parts of worlds including USA, Australia, Netherlands, France and UK. ISO's new range of International Standards for human resources aims to help HR departments improve their performance and, ultimately, improve the performance of the organization in which they work. During ISO plenary meeting at Singapore on 1-2 Sep 2016, following standards have been approved by ISO TC 260.

- ISO 30408, HRM - Guidelines on human governance provides the guidelines to structure an effective human governance system that is able to respond more effectively to organizational and operational needs but also foster increased collaboration across all stakeholders, anticipate and manage human resource risks and develop a company culture that is aligned with its values.
- ISO 30405, HRM – Guidelines on recruitment, provides guidance on effective recruitment processes and procedures, and can be used by anyone involved in recruiting staff, whether they be HR professionals or not.
- ISO 30409, HRM – Workforce planning, helps organizations respond more effectively to their current and projected requirements for staff.
- ISO 30400, HRM – Vocabulary, provides a common understanding of the fundamental terms used in human resource management standards.



WORLD STANDARDS DAY



24-27 Sep 2013-Rotterdam Netherlands



10-11 Nov 2011-Washington USA



23-25 Sep 2012-Melbourne Australia

Way Forward

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 but not limited to, Talent Sourcing, Retrenchment, Training and Development, Job Analysis, Job Design, Organizational Development, HRIS, Performance Appraisal, Total Rewards, Employee Relations, Legislative and Regulatory compliance, Change 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.

دل میں اکاؤنٹ کھولنے کے طریقے:

✓ اچھے رویے سے پیش آنا۔

✓ مسکراہٹیں پھیلا نا۔

✓ وقت پر لوگوں کے کام آنا۔

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

آپ کے دل میں ہمارا اکاؤنٹ



Mr. Siraj-ud-Din Aziz

President & CEO Habib Metro Bank

Sirajuddin Aziz is a professionally qualified and experienced banker who has worked for different organizations in Pakistan, China, Hong Kong, U.K, Nigeria and U.A.E.

He is currently the President & Chief Executive Officer at HabibMetro Bank. Prior to this, he has served as the Chief Executive Officer of a leading commercial bank in Pakistan from 2007 -2011. By virtue of being a senior member of banks' Management Teams/Committees, he has been actively involved in overseeing the entire spectrum of banking operations of various banks for over 20 years.

Mr. Aziz is a Fellow of Institute of Bankers Pakistan and a Member of Pakistan Institute of International Affairs. He is a regular speaker at the Institute of Bankers Pakistan (IBP) and other prestigious education institutes and universities, where he speaks on a diverse range of subjects comprising Credit, Trade & Foreign Exchange, Code of Governance, Economy, professional etiquettes and personal development sessions. He also participates in televised discussions on finance & economy and speaks at professional forums on banking related subjects.

Mr. Aziz is a regular contributor to national and international dailies, journals and magazines. He is a an author, with published works comprising 'The Quest of Mirage', 'Saurab Ki Talaash Main', 'Bitter & Sweet' and 'The Essence of Islam'.

“
**Across all industries and
 business segments,
 succession management
 is a key aspect that
 cannot be stressed enough.**”



Management in Banking Sector



An Interview with
Mr. Siraj-ud-Din Aziz
President & CEO Habib Metro Bank

1 How do you visualize the difference in management in banking and non-banking sector?

Management entails fundamental underlying commonalities despite the vast differences across industries. Despite the specifics and technicalities, the essence of management is handling organizational resources (monetary, human or time resources) well and attaining organizational objectives efficaciously.

A senior management role typically comprises oversight of the following functions: technology and design, customer service, administration, economics & accounting, communications, sales & marketing. However, focus on a particular aspect of management may differ across industries, for example, for one organization production and pricing are of paramount importance while for some other organization supply chain management will be the most significant aspect. This area of managerial focus is largely determined by the industry dynamics in question.

2 What are the key trends in management and banking sector? Also share some challenges the banking sector come up against.

Management in general and financial industry in particular, is undergoing changes at a drastic pace around the world. As globalization blurs geographic boundaries, organizations increasingly find themselves operating in a universal marketplace. Cultural nuances, trends, working habits and consumer preferences are becoming progressively complex aspects, with the tides of global trends taking over in different industries.

The financial sector in Pakistan has undergone a drastic landscape change since its privatization in the early 90's. It continues to evolve into a more dynamic environment that is competing in the global financial realm. Technological advancements now have to be implemented in real time and can no longer be dealt with as periodic achievements. Financial technology is of paramount importance today, as it directly shapes product offerings that can be delivered to customers.

The macro-economic environment too, is an aspect that directly determines banking operations and performance. The current interest regime is operating on a loosened stance and hence the banking sector has to make do with tight margins and low interest rates.





3 Do you think that succession management and leadership development for critical position is a challenge?

Across all industries and business segments, succession management is a key aspect that cannot be stressed enough. Effective and sound leadership is beneficial in the long-term when it is sustainable and continuous in nature. It should not be tied to a particular person occupying a certain post. Instead, leadership and key managerial positions should focus upon policies, procedures and lucrative, yet healthy, business practices that transcend the tenure of the incumbent manager/leader. Hence, succession management is crucial for smoothly propelling organizational leadership into the next generation of business for sustained long term growth.

Meanwhile, the difference between leadership and management should not only be recognized but used as a case for strategic focus on leadership development in all organizations that are committed towards attaining a long term vision. Corporations that focus on leadership development ensure that their management executives are groomed to expend their managerial responsibilities while rallying their teams towards a strong and clear corporate vision; this enables them to attain corporate objectives through cohesive and synergized team efforts.



Management in general and financial industry in particular, is undergoing changes at a drastic pace around the world.

4 How do you ensure the skilling of the workforce to meet the emerging demands of management and banking sector?

At HabibMetro Bank, we have a prioritized focus on Learning & Development. Our in-house Learning Center is a full-fledged training facility that caters to the learning needs of the Bank through a dedicated training faculty. We resolutely believe that the greatest competitive advantage and business asset is our team. Hence, we groom and develop our team to meet the challenges and capitalize upon the opportunities prevalent in our dynamic financial industry - we use a comprehensive learning management system/learning portal to do so.



Free
ATM
Insurance
Coverage



Annual Fee
Reversal



More
Convenient
Services

HABIBMETRO VISA DEBIT CARD



WORRY-FREE WITHDRAWALS,
HASSLE-FREE SPENDING

Chores, work, studies – don't you have enough to worry about already? With our annual fee reversal and insurance coverage features, you will not only recover fees upon spending, you will also be able to make withdrawals free of worry. HABIBMETRO Visa Debit Card now keeps you insured for up to 60 minutes/1.5 kilometres from the time/ATM when and where you withdraw cash. Take the step today and enter a new, worry-free world.



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STAY AHEAD

Using Human Capital Management Analytics to Drive Business Results

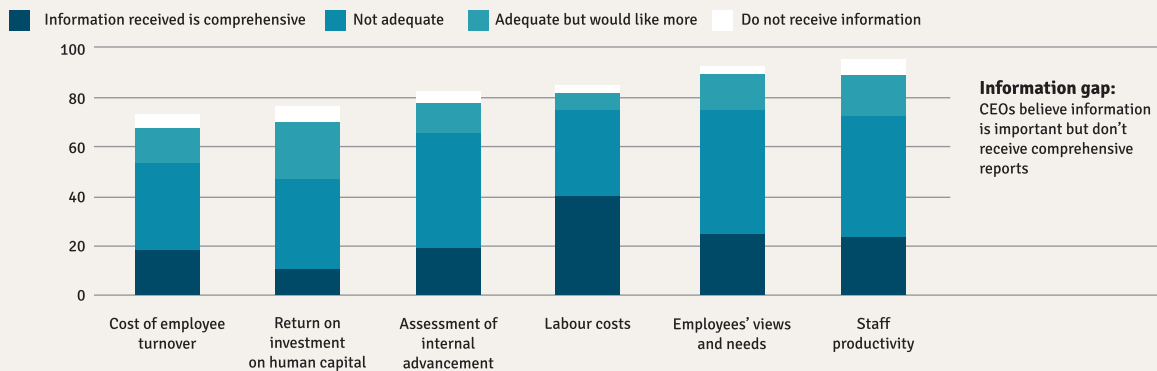
(Following is an extract from a research report 'Use of Workforce Analytics for Competitive Advantage' by The Economist Intelligence Unit published by SHRM Foundation)

Workforce analytics is the process of integrating data into human resource management to optimize organizational efficiency and drive strategy. According to SHRM foundation Research sponsored by IBM "Use of Workforce Analytics for Competitive Advantage", stories of companies achieving measurable business outcomes through data analysis have started to emerge, prompting others to increase investment to

avoid missing out on potential gains. 2015 Human Capital Institute survey revealed that nearly 80% of leaders were still using gut feeling and personal opinions to make decisions that affected talent-management practices.

Business leaders have to believe that asset like HR have quantitative value, and that HR assets can be measured and managed in the same way that the function tracks return on investment (ROI).

Information gap, according to CEOs (Percentage of CEOs)

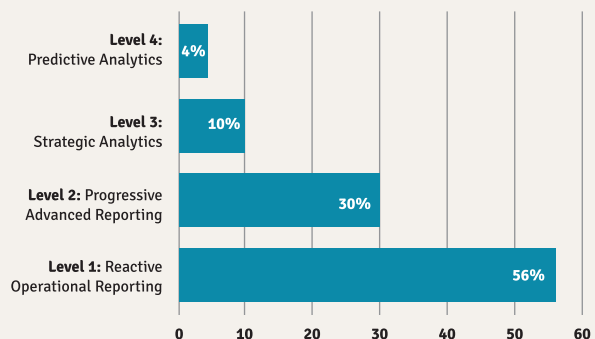


Source: PwC 15th Annual Global CEO Survey 2012.

A 2015 Economist Intelligence Unit survey found that 82% of organizations plan to either begin or increase their use of "big data" in HR over the next three years. New-style HR professional should possess a combination of two skills—a head for analytics together with the ability to presenting in the manner and language convincing to senior executives.



Level of analytics at large companies (%)

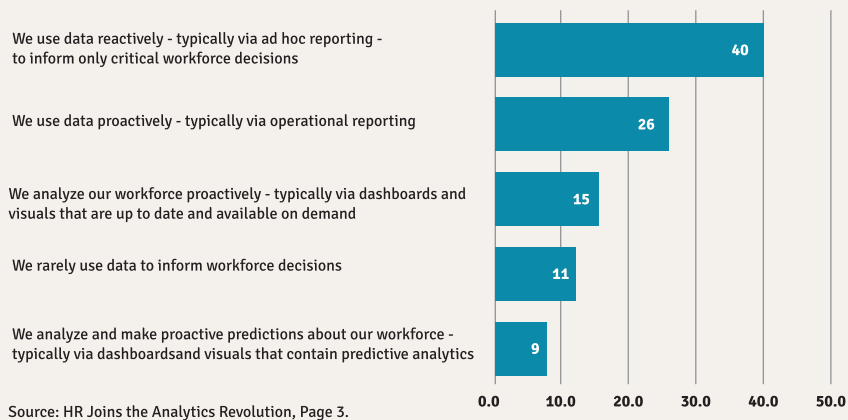




HR ANALYTICS

According to a 2011 McKinsey report, by 2018 the United States alone could face a shortage of 140,000-190,000 people with "deep analytical skills" Move to data-based decision-making may also face cultural obstacles: some executives could view the increased use of evidence as a threat, with the conclusions from data potentially contradicting their personal judgment.

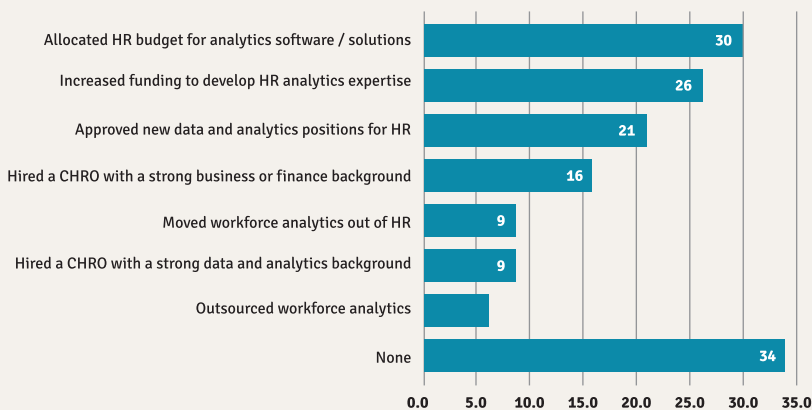
Role of workforce data in decision-making



A 2014 Visier survey of 300 US-based companies found that the greatest business barrier to the successful implementation of workforce analytics was an "unclear connection between workforce analytics and results". CEOs are now recognizing the importance of talent-related data and that the field of human resources is beginning to fully embrace the data revolution. More and more organizations are becoming interested in

workforce analytics as a means of better managing their workforce as well as shaping future business strategy. These developments may not just have very positive implications for the organization; they also promise to elevate the standing of HR as a function. Survey evidence shows how HR's credibility increases drastically once it starts using data to inform its decisions.

Investments in workforce analytics

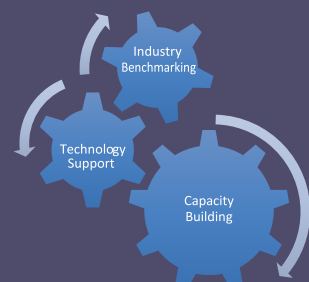


Source: Harvard Business Review Analytics Services.



At HR Metrics, we facilitate companies in implementing Analytics to drive business strategy

We provide 3 tiered support.



Using HCM Analytics to Drive Business Results

Training Course



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

Key Features

- This is a virtual course comprising of specialized modules for HR professionals in Hiring, Retention, Training, Leadership Development, Employee Relations and Performance Management. You can pick and choose as per your preference
- Modules have been designed by taking into account the operational and strategic role of HR professionals. Eligibility criteria is as under:
 - o Operations role: 1 to 7 years of experience.
 - o Strategic role: 8+ years of experience, out of which minimum 2 years in respective role.
- To facilitate post course implementation in respective organization, every modular learning will be followed by practical case study to be solved by the participants.
- Assessment criteria is as under:
 - o Below 70% marks: Certificate of Participation, Minimum 80% attendance.
 - o Above 70% marks: Certificate of Accomplishment with HCM Analytics Seal
 - Complete course comprises of 30 hours of learning and 16 hours of practice.
 - Classes will start by 5 January 2017, twice a week every Tuesday and Thursday from 6.00-8.00 pm GMT+5.
 - Participants can connect virtually from any part of the world.
 - Practice session will be free for enrolled participants.
 - Participation fee for each session is 100 US\$. 50% Discount for SHRM members.



HR Metrics

Product Development

Customer Service

Market Share

Share Price



Introduction

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

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



Course Objectives

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

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



Facilitator

Zahid Mubarik
SHRM-SCP, SPHRI, GPHR



Zahid Mubarik, CEO HR Metrics and founder Leader SHRM Forum Pakistan, holds 3 meritorious HR certifications from SHRM and HRCI, USA. Zahid has the honor of being the only HR professional from South Asia, who became the member of ISO Geneva global HR standards development Committee, ISO TC 260 comprising of USA, UK, Australia, Austria, Denmark, France, Germany, Italy, Netherlands, Norway, Portugal, Sweden and Switzerland. During past 5 years, he represented Pakistan in ISO meetings in USA, Australia, Netherlands, and France and played leading role in designing Human Capital Measurement Metrics for global HR standards.

Zahid served as the Member Special Expertise Panel, Human Capital Measurement Metrics SHRM, USA. He was the pioneer in introducing Human Capital Measurement Metrics in South Asia and has provided extensive consulting to market leading business entities in transforming to human capital measurement metrics www.thehrmetrics.com. He also got indigenously developed human capital management analytics software application www.hcmanalytics.net to facilitate implementation of HR Metrics and Analytics at organization level and has initiated a research on human capital benchmarking and issues monthly reports on key HR metrics. Zahid is also an author of quarterly HR magazine 'Workforce Tomorrow'.

Zahid is also a Master Trainer SHRM-CP/SCP and has enabled hundreds of HR professionals to earn this credential. His company HR Metrics, being SHRM Partner stood among top 5 partners in the world in terms of performance, during 2016.

An internationally acclaimed thinker, writer and speaker, Zahid is an active speaker at national and international conferences in USA, China and Middle East. His analytical HR papers and expert talks have been featured by International and National media including Microfinance Gateway World Bank Washington, CNBC, Daily Dawn and Business Recorder.



Course Structure

ESSENTIALS OF BUSINESS & FINANCIAL ACUMEN FOR HR

- Role of human capital in shareholders' wealth creation cycle
- Primary and secondary functions in organization value chain
- Role of accounting and finance in wealth management
- Analyzing balance sheet, income and cash Flow statement.
- Financial ratio analysis: cost benefit analysis, breakeven
- Profit margin and ROI framework for HR investment. Compounding and discounting interest rate for investment

CONVERTING HR DATA TO FINANCIAL OUTCOME

- Transformation from human resource to capital with payback framework.
- Difference between data, metrics and analytics.
- Four levels of sophistication in numbers analysis.
- Measuring data central tendency through Mean, Median, Mode.
- Data range, quartiles, percentiles.
- Principles of HR measurement.
- Developing a strategy for HR measurement.
- Gap analysis and benchmarking to achieve and surpass industry standards.
- Common obstacles and contemporary trends in HR measurement.
- Framework for converting intangible data into tangible financial information
- Demonstrating outcome rather than activity to business leaders.
- Using business communication tools for presenting HR Analytics
- Trend Line, Histogram, Scatter Diagram, Pareto, PERT, Gantt Chart

RECRUITMENT & SELECTION ANALYTICS

OPERATIONAL METRICS

- Talent supply chain metrics
- Volume of hire
- Time to hire
- Cost per hire
- Job offer acceptance index
- Net hire index
- Unfilled jobs index
- Industry benchmarks in Leadership Development

STRATEGIC METRICS

- Employer brand index
- New hire performance quality index
- New hire retention quality index
- Recruitment to HR cost index
- Unfilled jobs opportunity cost
- Developing a business case for recruitment





TALENT RETENTION ANALYTICS



OPERATIONAL METRICS

- Retention Index
- Voluntary turnover index
- Involuntary turnover index
- Turnover by department
- Turnover by performance
- Turnover by service
- Turnover reasons
- Presenting information

STRATEGIC METRICS

- Talent retention in missing critical positions
- Measuring opportunity cost of turnover
- Best practices for onboarding and retention
- Industry benchmarks in retention
- Developing a business case for retention
- Calculating ROI of retention

TRAINING AND DEVELOPMENT ANALYTICS



OPERATIONAL METRICS

- Instructional system design
- Writing measurable objectives for bottom line impact
- Training feedback index
- Training comprehension index
- Training transfer to workplace index
- % employee trained index
- Training hours per employee
- Training cost per employee
- Internally trained index
- Industry benchmarks in T&D

STRATEGIC METRICS

- Workforce competency index
- Aligning employee TNA with organization KPIs
- Writing measurable training objectives for business impact
- Measuring Training impact on business
- Developing a business case for T&D
- Measuring Training ROI

CAREER AND LEADERSHIP DEVELOPMENT ANALYTICS



OPERATIONAL METRICS

- Promotion index
- Rotation index
- Career growth index
- Career path index
- Churn over index

STRATEGIC METRICS

- Career development framework
- Replacement planning to succession planning
- Successor development framework
- Succession coverage index
- Succession readiness index
- Succession depth index
- Home grown leadership index
- Leadership quality index



EMPLOYEE RELATIONS & ENGAGEMENT ANALYTICS



OPERATIONAL METRICS

- Workforce average service index
- Workforce average age index
- Workforce diversity index
- Employees per manager index
- Grievance handling time
- Grievance resolution index
- Workplace incident index

STRATEGIC METRICS

- Employee engagement index
- Employee absenteeism index
- Developing a business case for employee engagement
- Measuring ROI of employee engagement

RESULT BASED KPIs



STRATEGIC

- Understanding business value chain, organization performance KPIs.
- Designing a framework to align employee KPIs with organization KPIs.
- Balancing between measuring volume, time, cost, quality, user satisfaction and impact.
- Performance rating and ranking.
- Measuring workforce performance index.
- Measuring organization financial performance index.
- Drawing correlation between workforce and organization performance.

HR COST & ROI ANALYTICS



STRATEGIC

- HR to Employees index
- HR to operating cost index
- Recruitment to HR cost index
- Training to HR cost index
- Compensation to HR cost index
- Salary to compensation cost index
- Cost per employee
- Revenue per employee
- Profit per employee
- Measuring human capital ROI
- HR to organization employees index
- Industry benchmarks





OUR SERVICES

What HR Leaders say about **HR Metrics**

Oliver Kothrade

HR Director
Panasonic Consumer
Marketing Europe

Panasonic

“The program gives a good understanding of HR Analytical frameworks for verifiable impact on organization bottom line ”

Gohar Alam Siddiqui

Head HR
Bayer Pakistan



“Very practical course adding real value to the organization”

Sheraz Karim

HR Director
Pakistan S&P Global
Market Intelligence

S&P Global Market Intelligence

“Excellent discussions, insights and practical tools for concrete results”

Samia Ali Zahid

Head HR
Mobilink Microfinance Bank



Mobilink Microfinance Bank™

“The course gives an understanding of global best practices and their customized application in own organization.”

Evelyn D Abrogena

Chief HR Manager
EFU Life Insurance



“Concept is very good. It is very important that HR should be able to measure its performance to demonstrate impact to business”

Anees Kas Jeddahwala

Head HR
B.Braun Pakistan

B | BRAUN SHARING EXPERTISE

“This course helped in implementing the financial management tools in HR functions. It will help in writing a better business case with numbers.”



HCM ANALYTICS

Muhammad Kamran Jamil

Director HR and Corporate Relations
ICMA Pakistan



"Linking HR impact numbers with business numbers improves credibility of HR function"

Sadaf Fatima

Ernst & Young
Ford Rhodes Sidat Hyder



"It was a wonderful experience for me and my team. It fulfilled the purpose of training"

Waheedullah Khan

Corporate HR Manager
Lotte Chemical Pakistan



"It was very informative and interesting to understand"

Qaiser Jamil

Head HR Emirates
Supply Chain Services



"It was an excellent session to transform HR to next level"

Nausheen Amin Khan

HR Business
Consultant Abbott Laboratories



"Really a thought process opener. In my experience till now, this is first course that aligns HR with business outcomes."

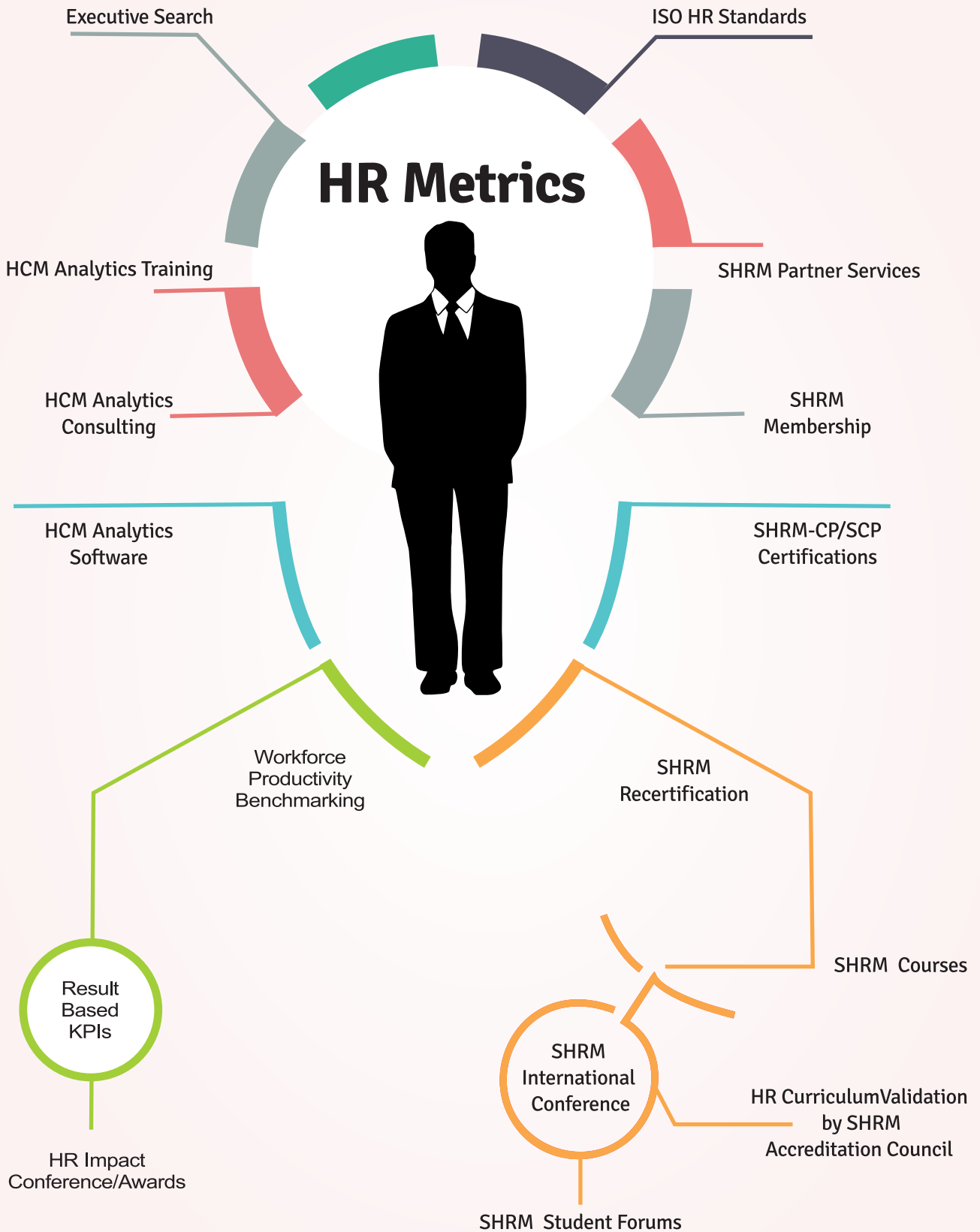
Muhammad Imran Mansoor

Dep Head
SAP HCM & HR Reporting MCB



"After having attended this session, one can say that something has been learnt, which is useful for organization and personal growth."

OUR SERVICES





Ranking of Pakistan Higher Education Institutions - 2015

“The Best Business Schools in Pakistan”

(as per Higher Education Commission of
Pakistan Ranking - 2015 announced in 2016)

BUSINESS CATEGORY OF HIGHER EDUCATION INSTITUTIONS

RANK	UNIVERSITY NAME	RELATIVE SCORE
1	<i>Iqra University, Karachi</i>	100.00
2	<i>Lahore School of Economics, Lahore</i>	98.70
3	<i>Institute of Business Administration (IBA) Karachi</i>	96.00
4	<i>Institute of Management Science, Peshawar</i>	80.32
5	<i>Sukkur Institute of Business Administration, Sukkur</i>	75.82
6	<i>SZABIST</i>	75.70
7	<i>The Superior College, Lahore</i>	74.30
8	<i>Institute of Business Management, Karachi</i>	72.91
9	<i>University of Central Punjab, Lahore</i>	67.34
10	<i>Greenwich University, Karachi</i>	58.75
11	<i>The GIFT University, Gujranwala</i>	54.66

WEB SOURCE:

http://www.hec.gov.pk/InsideHEC/Divisions/QALI/Others/RankingofUniversities/Documents/Ranking_Doc.pdf

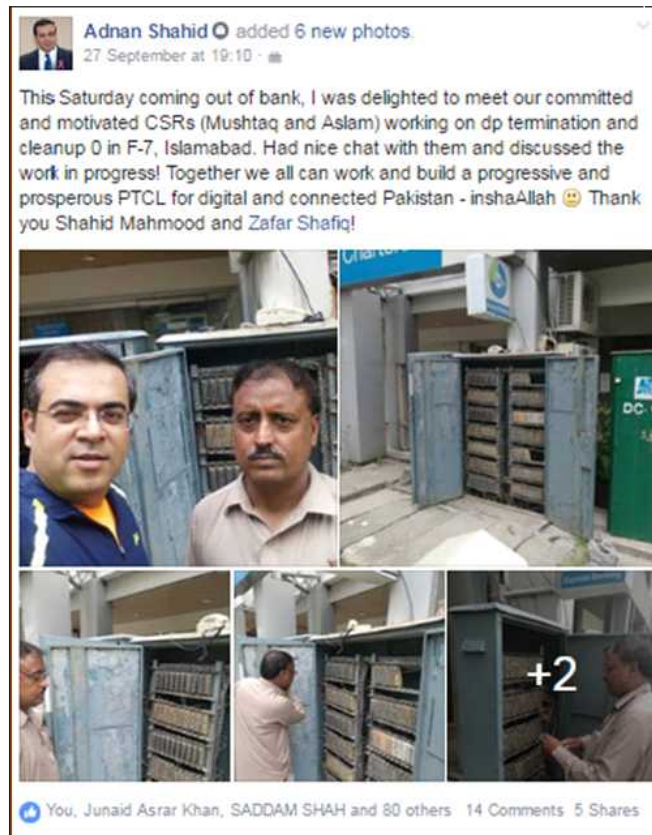
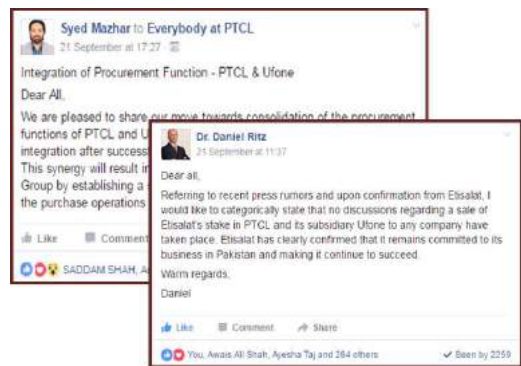


Employees Connect

Why it is important and what special intervention

PTCL has taken in this regard?

An engaged workforce is an organization's greatest competitive advantage in order for it to succeed. PTCL relies largely on its employees, spread across various geographic zones, which have to be in continuous liaison and their communication streamlined to impact efficiency of work. Based on this organizational need, we have recently implemented "Workplace" by Facebook to connect our employees at all hieratical levels and keep them motivated by fostering a culture of openness, recognition and knowledge sharing.



What is Workplace by Facebook?

Workplace is an interactive enterprise solution which provides a platform which facilitates collaboration, enhances productivity, and supports two-way communication, which is one of the core values of the organization. Workplace provides a simple yet innovative platform that enables employees to contribute actively and maximize reach, while simultaneously empowering them. PTCL Workplace was recently recognized at the Etisalat HR Forum - HR Vital Connection in Dubai, and was also one of the initiatives presented as a Best Practice among the other Operating Companies of Etisalat.

What intended business benefits do you foresee?

PTCL Workplace by Facebook has been launched to promote a culture of open communication and knowledge sharing, while enhancing connectivity. The positive changes are already evident in less than 90 days since its implementation. The platform facilitates convenient sharing of ideas, documents, media and other information promptly with team members and colleagues through mobile phones and desktops at any time.



EMPLOYEES CONNECT

The platform provides easy geographic reach as people in regional offices and field have access to information anytime. People are keen to share their team's as well as personal achievement which encourages effortless and transparent sharing. On the other hand the management is also able to readily recognize efforts and establish direct communication with teams, address concerns or grievances which strengthen the bond between people and management for greater efficiency.

What role is HR playing?

The project implementation team comprises mainly of HR along with representation from other functions as well. HR keeps a complete check on daily Workplace activity; ensures compliance with the usage guidelines, handling any queries and concerns pertaining to Workplace as well as other HR matters which are being shared. The platform serves as an efficient tool to reach out to maximum people to obtain response, with minimum effort. Various HR initiatives have been introduced using Workplace like Employee Engagement Survey, Promotion Announcements, Business Excellence Awards, Internal Recruitment and New Joiner's Announcements to name a few.

Teams and Regional Integration

Groups are the most important tool on Workplace and the primary mode of communication. Various groups have been established for each business zone and region, function and sub-function so that people can work in teams and collaborate with relevant stakeholders for day to day tasks. Groups were and continue to be established as need arises for projects and cross-functional initiatives, for the concerned audience. Teams are using the platform to easily share business updates and information with their regional counterparts, conduct meetings with nationwide teams and colleagues in the field via the audio and video call feature, and accessing important information uploaded on to their concerned groups via the mobile app whenever required.



Key challenges and how they are being overcome?

The response has been overwhelming, as employees transition to this mode of communication. The PTCL management has lead by example which has made adoption of the platform a lot more acceptable, sharing important announcements on Workplace Groups, posting video messages for their teams, live streaming of Town Halls and major events, and responding to nationwide queries and questions from teams. One major challenge faced was of communicating the distinction between the regular Facebook and the enterprise version for maximum professional productivity. The name change from Facebook at Work to Workplace has helped provide clarity to a great extent, in addition to the overall color and theme change as well.





CHRO



Syed Mazhar Hussain

CHRO PTCL



Syed Mazhar Hussain, Chief HR Officer PTCL is a strategic visionary, possessing versatile knowledge and a rich experience of over 25 years gained through various senior managerial positions. A significant period of his career has been with PTCL, where he has been successfully heading the HR function for almost the last 9 years. Devoted to transforming PTCL's HR department into a model of excellence and providing unparalleled strategic support for the achievement of business results, Mr. Mazhar has radically improved the HR services and introduced exemplary practices in the company. Mr. Mazhar has led a series of remarkable initiatives that have enabled the company in surmounting the most pressing HR issues by capitalizing on the opportunities. He has been credited with several glorious achievements including introduction of performance based culture; critical change of mindset and behavior for enabling organizational transformation; effective talent management and developmental initiatives; the biggest Voluntary Separation Schemes of the country, opted by more than 40,000 employees so far; resulting in the true turnaround of the company.

He is an extremely accomplished professional who exudes an exceptional blend of high-level business acumen, profound knowledge of latest HR practices and exemplary leadership qualities.



CHRO SUMMIT 2016





Management in Pakistani Culture: CREATING THE RIGHT BALANCE

Dr. Sadia Nadeem and Shza'a Asim

**DR. SADIA NADEEM MCPID
DIRECTOR MARC, FAST SCHOOL
OF MANAGEMENT, NUCES**

Pakistan's unique culture is a blend of values from our recent history, our religion, and societal values from both the British rule and time before that in the sub-continent. What we are today as a nation is largely the result of our past; however, our future depends on how well we are able to take the positive societal values forward and leave the detrimental ones behind.

Some prominent features of Pakistan's culture are: respecting our seniors, and not arguing with elders; respecting authority; having strong relationships with our family and friends; talking politely with people, avoiding direct confrontation; paying attention to zaat, baradari and family backgrounds; limited long-term planning; and valuing kismet more than hard work. There are some imperfections in the society as well,



such as rampant use of sifarish and different rules for different people.

Over the last one year, a project team at the Management Advancement Research Centre (MARC) at FAST School of Management Islamabad has explored the impact of these values, beliefs and imperfections on organizational culture and HR practices.

The team carried out interviews and discussions in four large organizations, covering 104 individuals from seven cities. All four organizations had reasonably advanced HR practices and were constantly trying to create a performance oriented culture. The interviews and discussions were transcribed, resulting in 343,755 words and approx. 58 hours of recording. Themes were identified from the dataset and coded using NVivo.

The research revealed the following interesting aspects of the Pakistani workplace.



**Our future depends on
how well we are able to take
the positive societal values
forward and leave the
detrimental ones behind.**

Six Observations of Pakistani Workplace

1. Personal Relations Affect Work

Research has revealed that lines between personal and professional relations tend to blur. Favors were granted in selecting individuals for trainings, and giving better appraisal evaluations. Extending one undue favor led to expectations that the favor would be returned, creating a domino effect.

2. Respect for Elders vs Fear of Authority

Respecting elders was recognized as a positive value which must be retained while fearing authority was an obsolete one. The latter negatively affected performance, and many observed that it was less prevalent in the new generation, who valued competence more than power.

3. Sifarish Exists! Shocker? Not Really

Research revealed that sifarish and referrals were widespread in hiring, selection, promotions, trainings and appraisals. Knowing the right person was often the key to entry as well as progression within the company. However, in performance-oriented organizations, sifarish must be coupled with hard work for prolonged benefits. Political pressures and requests from influential families also impacted the HR processes, as refusal could result in backlash or threats.

4. Fake Kindness; Beware! Are They Really Your Friends?

Fake kindness is a common disease in our organizations where people tend to be kind to maintain harmony even at a high cost of performance. Additionally, employees preferred superficially letting go matters than to offend the other person, resulting in opportunities for backbiting, creating a negative environment.

5. Don't Judge a Book by its Cover

It was observed that candidates from small towns were less vocal, less assertive, more fearful of authority, and these characteristics acted as a barrier during hiring, appraisals and trainings. Organizations could potentially lose out on talented candidates if they evaluate them superficially.

6. Fear of Offending Everyone and Anyone!

Respecting seniors is an integral part of our culture, where disagreeing with them is considered disrespect;



Research revealed that sifarish and referrals were widespread in hiring, selection, promotions, trainings and appraisals.

this is ingrained through our childhood and school upbringing. Participants observed that seniors were not used to being challenged by juniors leading to a stressful environment, and negatively affecting organizational performance.

Road to Recovery: Four Practices

1. Key to Survival: Clearly Designed and Defined HR Systems

A well-designed and carefully implemented HR system can mitigate the negative effects of these cultural factors. Rigorous systems make procedures independent of personal bias, increasing accountability and enhancing performance.

2. The Art of Balance: Use the Cultural Dimensions to Your Benefit

Respect for elders and authority gives the captain of the ship opportunity to sail ahead at full steam. Similarly, loyalty that comes from friendships and relationships makes people go beyond the call of duty. The challenge is to not misuse the authority or relationships, and use these values to enhance performance.



CREATING THE RIGHT BALANCE



3. Performance Targets Change the Culture

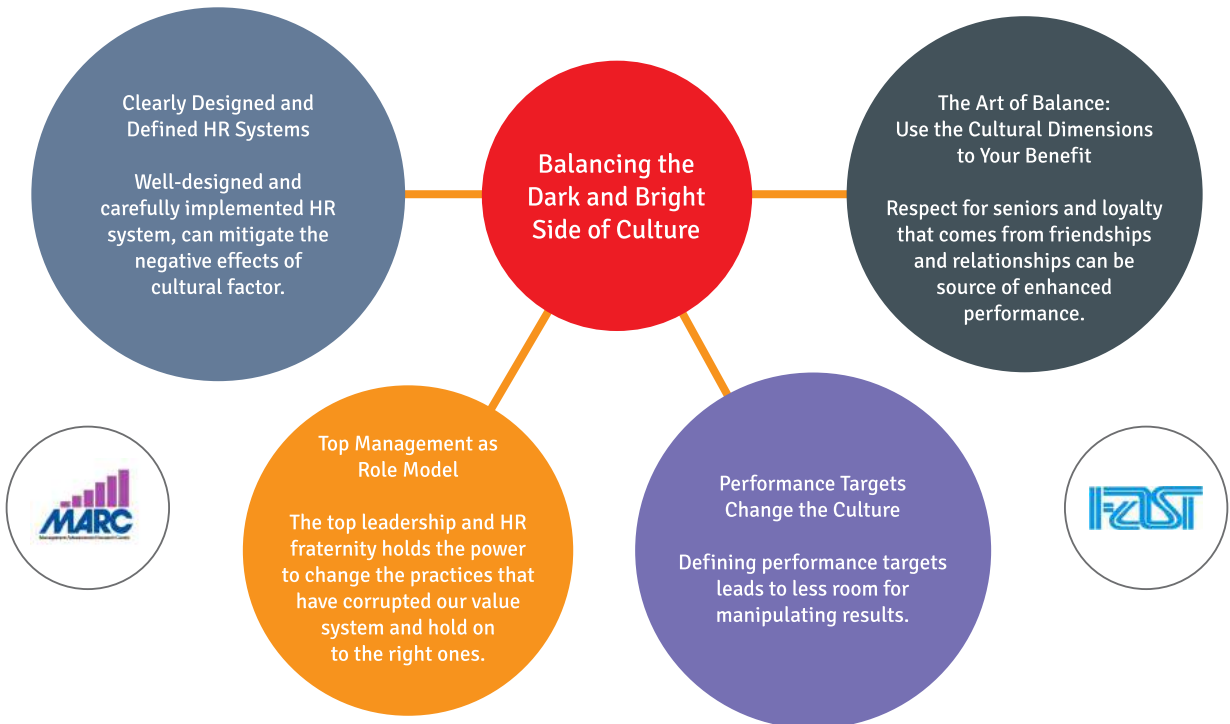
The simplest way to reduce the negative effects of culture is to define performance targets. You cannot hire your incompetent relations; you cannot be “fake kind” and not meet your targets; you cannot vary the rules for different individuals as targets increase accountability.

4. Top Management as Role Model

If a junior sees a senior favoring a friend at the expense of the organization or conduct hiring based on sifarish then he/she will be more comfortable with exploiting his/her positional power. The HR fraternity and top

leadership holds the power to change the practices that have corrupted our value system and hold on to the right ones.

The project was carried out by the MiPC MARC team comprising of Dr. Sadia Nadeem, Ms. Neelab Kayani, Ms. Amna Aziz, Ms. Shzaa Asim, Ms. Dure Nayab and Ms. Nida Abbas. The MARC team is extremely grateful to HEC for providing the funding to support this project through the TRGP-III/954 Grant. The team's deepest gratitude to the four organizations and the 104 individuals who gave us 343,755 words of data to analyze.





About SHRM



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

Benefits of SHRM Membership

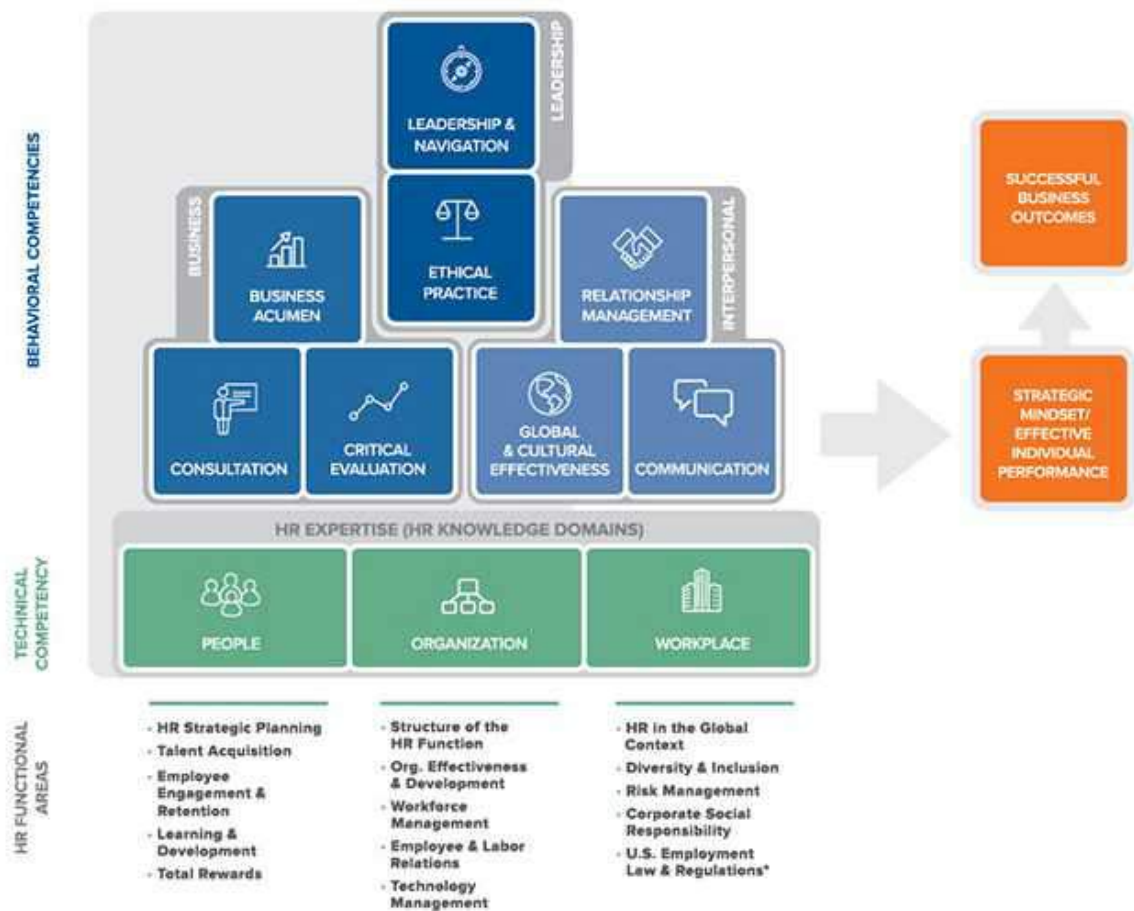
- Ask an HR Advisor Service
- Free weekly webcasts
- Federal Compliance Resources
- HR Magazine & E-newsletters
- Online discussion groups
- Discounts on all SHRM educational offerings
- Discounts on SHRM
- 324 Interview Questions
- 798 Job Descriptions
- 337 Sample Policies
- 153 Spreadsheets & Calculators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



COMPETENCY-BASED HR Drives Organization's Performance

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

SHRM Body of Competency & Knowledge™



*Applicable only to examinees testing within the U.S.



SHRM HR Body of Competency & Knowledge



For seven decades, the Society for Human Resource Management (SHRM) has served the human resource profession. HR professionals worldwide look to SHRM for comprehensive resources to help them function effectively at their jobs, develop their careers, and partner strategically with employers. SHRM also works to advance the HR profession as a whole, ensuring that as business evolves, HR evolves to meet business needs. Increasingly, business understands that effective people management is a strategic imperative. As a result, employers expect that HR professionals will demonstrate, in addition to a thorough knowledge of HR concepts and requirements, the behavioral competencies required to effectively apply that knowledge in the modern workplace in support of organizational goals.

The SHRM Body of Competency and Knowledge (SHRM BoCK) is the basis for the SHRM credentials. The SHRM BoCK, which draws heavily on the SHRM Competency Model, describes the Behavioral Competencies and HR functional areas needed for effective job performance. In other words, the SHRM BoCK explains what HR professionals need to know and how they apply this expertise to perform effectively in the workplace.

The SHRM Competency Model, which provides the framework for the SHRM BoCK, was developed using

rigorous job analysis methods with the active engagement of the global HR community. SHRM conducted 111 focus groups involving 1,200 HR practitioners in 29 cities across the world to identify nine critical competencies necessary for success as an HR professional. Focus group participants included HR professionals from 33 countries, representing a diversity of both personal (e.g., career level, tenure) and organizational (e.g., sector, industry, size) attributes. The SHRM-CP and SHRM-SCP credentials are state-of-the-art certifications offered by the Society for Human Resource Management (SHRM), the world's largest HR membership organization and the industry leader in HR professional development. For sixty-six years, the SHRM has supported more than 100,000 employers representing 140 million employees worldwide.

Over 96,000 HR professionals have earned their SHRM-CP or SHRM-SCP. To date, more than 4,500 employers are seeking SHRM credential holders every month. This includes Fortune 500 organizations from every sector and industry.

SHRM Competency Model comprises of eight key Behavioral Competencies: Ethical Practice, Leadership & Navigation, Business Acumen, Relationship Management, Communication, Consultation, Critical Evaluation, and Global & Cultural Effectiveness and one Technical Competency: HR Expertise (HR Knowledge) that are the foundation of successful HR practice. The SHRM Competency Model provides HR professionals with a comprehensive roadmap for developing the capabilities they need to advance their careers and improve their effectiveness in the workplace.



SHRM-CP & SHRM-SCP Certification

A New Standard for HR Competency

- Allows you to put the letters after your name
- Is good for the reputation of the organization

The SHRM Competency Model is fundamental to SHRM's two new certifications, the SHRM Certified Professional (SHRM-CP) for early-career practitioners, and the SHRM Senior Certified Professional (SHRM-SCP) for senior-level practitioners. For HR professionals, to reaffirm the importance of acquiring both the competencies and knowledge essential for successful job performance; and for employers, to provide reliable indicators of proficiency in these critical dual aspects of modern HR practice. SHRM regards the SHRM-CP and SHRM-SCP as the new standard in certification for the HR profession. By incorporating key HR competencies into the SHRM-CP and SHRM-SCP, SHRM has enhanced the relevance of these certifications. SHRM's credentials demonstrate to the global business community that the credential holder has strong capabilities in both aspects of HR practice—competency and knowledge—that are required for effective job performance.

Objectives of HR Certification

- The SHRM certification program was created to meet the needs of employers worldwide, driving business through the globally recognized competencies for HR professionals around the world. This is achieved through critical thinking, practical application and real-world experience.
- The SHRM certification exams test your knowledge and how you use that knowledge to demonstrate your proficiency as a business leader.
- SHRM certifications directly link to on-the-job scenarios and realistic work situations, making them the most relevant certifications available for HR professionals. Over 60 percent of examinees say the SHRM-CP and SHRM-SCP exams are more job relevant than any other HR certification.
- SHRM's recertification program provides a broad scope of eligible recertification activities, allowing you to determine your professional development needs based on your specific career path.

Benefits of SHRM Certification

- Inculcates business acumen in HR.
- Makes HR professionals think more strategically
- Demonstrates employees' commitment to HR
- Ensures employees' HR knowledge is up to date
- Increases employees' confidence in their ability to do the job
- Shows the organization takes HR seriously
- Gives employees greater trust and confidence in the HR department
- Helps in hiring, promotion and job security
- Professional accredited HR Credentials valued by business communities
- Strengthens resume
- Network with HR professionals

SHRM-CP/SCP Learning Management System

4 comprehensive learning modules available in print and e-reader formats.

- 18 months' access to an interactive Online Learning center with assessments, study plans, and practice questions based on the SHRM Body of Competency & Knowledge™ (BoCK™) tested on SHRM-CP and SHRM-SCP exams. Designed for Adult Learners.
- Individual option for level selection (SHRM-CP/SCP)
- Smart Study tool
- Tests (including knowledge and SJT questions)
- E-reader modules
- Flashcards and glossary
- Resource Center
- Individual and group reporting
- Expert instruction
- Learn from your classmates
- Stay on track with your studies

Course Pack

1. SHRM original books
2. Online access to Learning system
3. Tuition classes by certified instructors
4. Certificate of participation by SHRM USA

Discover the next generation of HR Certification

Demonstrate your HR expertise and gain practical skills.
Earn the competency-based SHRM-CP and SHRM-SCP credentials.

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

These two new certifications, SHRM Certified Professional (SHRM-CPTM) and SHRM Senior Certified Professional (SHRM-SCPTM), demonstrate who we are as HR professionals, what we do and why it matters. These professional certifications are meant to benefit the individual, the profession and the employer. They can open doors for professional advancement, serve to harmonize standards with changing expectations and signal to employers advanced professional development. We believe SHRM certification will become the new standard for HR professionals around the globe.

A world-class credential deserves world-class exam preparation.

Offered in partnership with the Society for Human Resource Management (SHRM), the curriculum is designed by global subject matter experts and covers the entire SHRM BoCK.

Our course is designed to help you learn and retain the material effectively and efficiently by combining the best exam preparation system with expert instruction and peer discussion.

Our instructor-led course will help keep you on track and motivated to complete your HR studies.

Not only will you have access to an experienced and certified instructor, you will also enjoy the following benefits by attending our class:

- Ensure that you understand and can apply the material tested on the exam
- Discuss topics with peers from diverse backgrounds

SHRM Global HR Competency Model



Certification Preparatory Classes Schedule

Spring Course: 15 Apr - 20 May 2017

SHRM members: PKR 170,000
Non-members: PKR 190,000

Be among the first to earn an HR credential that's globally applicable and universally recognized.

SHRM-CP and SHRM-SCP are based on a single, comprehensive Body of Competency and Knowledge™ (SHRM BoCK™) and are relevant worldwide, giving professionals the recognition and flexibility to use their knowledge, skills and competencies anywhere their career takes them.

Show the world you've got what it takes to succeed.

SHRM-CP and SHRM-SCP are based on in-depth research focused on –and backed by – global employers and business leaders. They reflect what HR practitioners need to know to be leaders in their organizations and in the profession.

SHRM-CP and SHRM-SCP are your credentials, based on the current HR landscape. This certification is 100% focused on the Competencies and Knowledge all HR professionals need to lead in today's business community.

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

Prof. Atta-ur-Rahman

Certification Scholarship for Excellence in HR Profession



HR Metrics and The Society for Human Resource Management (SHRM) share a deep commitment to promoting human resource management practices that contribute to the success of today's organizations, making them better places to work. Both share a belief that the way to improve workforce management practices to compliment and publicize HR professionals who strive to achieve the highest standard of professional excellence for creating a positive impact through HRM initiatives. The HR Professional Excellence Certifications Scholarship Award has been designed with this objective in mind.

The HR Metrics will award 1 scholarship per year to assist HR professionals in obtaining their SHRM certification. SHRM members may apply for this US \$ 1700 award to support their pursuit of professional SHRM-SCP certification.

Learn more about SHRM Certification.

Application Deadlines:

- Application Deadlines: 1 Sep 2016 – 31 Dec 2016
- Scholarship will be awarded by 31 Mar 2017

Funds may be used for preparation-such as SHRM Certification Preparation tools

Who is Eligible?

To be considered for this scholarship:

- You must be an HR professional engaged primarily in an operational role—implementing policies, serving as the HR point of contact for staff and stakeholders, and/or performing day-to-day HR functions.
- HR professionals with entry level to 6 years of experience can apply. Final semester HR students enrolled in Master degree having concentration in HR are also eligible to apply.
- You must have a current SHRM Forum membership to apply for an award and the membership must be active throughout the year in which you receive the award.
- You must be preparing to sit for the SHRM-CP certification exam.
- Employees or board members of SHRM Forum or the HR Metrics, and members of their immediate family

are not eligible to apply for SHRM Certification scholarships.

How to Apply

To apply for this scholarship, just complete and submit the online application using the link at the end of this section.

The application includes contact information and short questions about your experience and your career aspirations. You will also be asked to upload a current resume that includes your HR experience, and one letter of reference. Reference letters should be addressed to the “Scholarship Review Committee” and should provide insight into your career and accomplishments, work ethics, values and need for the scholarship.

Selection Criteria

Scholarship recipients will be selected on the strength of their work experience, accomplishments and their commitment to career excellence in human resources. Scholarship applications are reviewed and scored by “Scholarship Review Committee” based on the following criteria. The decision will be finalized after careful consideration of all aspects involved.

- 40% Work experience/ accomplishments/ progression (HR involvement & future career plans)
- 40% Voluntary activity in any HR professional association (SHRM preferred, but not a must)
- 20% Financial need

www.thehrmetrics.com

Dr. Ishrat Husain

Certification Scholarship for Excellence in HR Profession



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September 1, 2016-December 31, 2016 (to be awarded by March 31, 2017)
Funds may be used for preparation-such as SHRM Certification Preparation tools

Who is Eligible?

To be considered for this scholarship:

- You must be an HR professional at a senior executive level primarily engaged in a strategic role—developing policies and strategies, overseeing the execution of HR operations, analyzing performance metrics, and/or contributing to the alignment of HR strategies to organizational goals.
- Minimum 7 years of HR service and 14 years of education.
- You must have a current SHRM Forum membership to apply for an award and the membership must be active throughout the year in which you receive the award. SHRM student members are not eligible for this program.
- You must be preparing to sit for the SHRM-CP or SHRM-SCP certification exam.
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- 20% Financial need

Timeline

- Apply: September 1, 2016-December 31, 2016
- Results will be announced by March 31, 2017.

www.thehrmetrics.com



HR COMPETENCY DAY

SHRM FORUM PAKISTAN

HR PROFESSIONALS' COMPETENCY
DEVELOPMENT PROGRAM

HR Competency Day

SHRM Body of Competency & Knowledge



SHRM Forum Pakistan is organizing "HR Competency Day" 4 times a year at Karachi, Lahore and Islamabad during 2016-2017. Business leaders, HR Heads and subject matter experts are invited to discuss global and local best practices in each of below mentioned competency areas.





HR COMPETENCY DAY

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SHRM is the world's largest association representing more than 280,000 members in 170 countries.

SHRM Global HR Competency Model



HR Metrics™ is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP. This program is valid for 2 PDCs for the SHRM-CP or SHRM-SCP. For more information about certification or recertification, please visit www.shrmcertification.org

HR COMPETENCY DAY



Mr. Kashif Pervaiz SHRM-SCP
Director HR
IRC-Pakistan Reading Project

Yasser Qayyum SHRM-SCP
Management Consultant



Syed Zulfiqar Zaidi
Head of HR
Ufone

HR Competency Day SHRM HR Competency Model

Program: 28 Dec 2016

4.30-5.30 pm: Briefing HR Competency Model & SHRM-CP/SCP Certification
5.30-7.30 pm: Panel Discussion: Talent Acquisition & Retention

Venue: Mahbub ul Haq Executive Development Center
FAST NU Islamabad

Panelists

Bakar Ahmed SHRM-SCP
SVP Country Head HR
Askari Bank Limited



Leon Menezes
Practitioner, Writer and
Professor of Practice
IBA

Sadaf Hatif SHRM-SCP

Business Director
HRSG Outsourcing



HR Competency Day

Complimentary for SHRM Forum Members

SHRM HR Competency Model

Competency 1: Leadership & Navigation
Competency 2: Relationship Management

7 December 2016, 5.30-7.30 pm, Mövenpick Hotel Karachi

Panelists



Zafar Aziz Osmani
Chief Executive Officer
Excelerate Private Limited

Samia Zuberi
Executive Senior Manager
Sidat Hyder Morshed Associates



HR Competency Day

Complimentary for SHRM Forum Members

Scenario based Learning | Leadership Development Techniques

4 November 2016, 5.30-7.30 pm, Lahore

Presenters

Bushra Iftikhar
Manager Recruitment & Employee
Relations
Wateen Telecom



Ahmed Nauman Anees
EVP & Head, Learning and Development Division
Bank Alfalah Limited



Khushnoda Kosar
Manager HR
Wärtsilä



Ms. Sana Javed SHRM-SCP
Senior Manager HR
Modemetric



Ms. Syma Waleed
Head of Rewards
Fatima Group



Asim Safeer Pasha
Senior Manager Leadership & Culture
Warid Telecom



Ghazala Butt
Regional Manager HR
Mentor Graphics



Asif Mushtaq SHRM-SCP
GM HR & Admin
AFAQ



Host

Speakers



Mr. Talib Kareem
Rector & Executive
Director IOBM



Dr. Sitwat Husain
SHRM-SCP
Group Head HR
Habib Bank AG Zurich



Mr. Leon Menezes
Practitioner
Writer and Professor of
Practice IBA



Mr. Khalid Zaman Khan
Executive Vice President
Head of Human Resources
Meezan Bank Ltd.



Dr. Kazi Afaq Ahmed
Assistant Professor & Consultant
IOBM Karachi



Mr. Zahid Mubarak
SHRM-SCP, SPHRI, GPHR
CEO
HR Metrics

Competency Based HR Drives Organization's Performance

SHRM-CP and SHRM-SCP Certifications
A Source Code for HR Success

21 Sep 2016, IoBM Karachi



This program is valid for 2 PDCs for SHRM-CP or SHRM-SCP recertification. For more information on certification or recertification, please visit www.shrmcertification.org



HR COMPETENCY DAY



GENDER DIVERSITY CONFERENCE & AWARDS



This program is valid for
6 PDCs for the SHRM-CP or SHRM-SCP recertification.
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GENDER DIVERSITY CONFERENCE & AWARDS

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Context

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

Research shows that that greater economic equality between men and women reduces poverty rates, boosts GDP and leads to better governance. 2015 McKinsey research report showed that gender-diverse and ethnically-driven companies are more likely to outperform their peers by 15% and 35% respectively. Society of Human Resource Management www.shrm.org is the world leader in developing “Diversity Readiness Index” with collaboration of “Economist Intelligence Unit”; a tool that ranks the countries by national diversity, workplace diversity, social inclusion, government inclusion and legal framework.

Pakistan Ranking on Gender Diversity Index

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

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

GENDER DIVERSITY CONFERENCE & AWARDS

Conference Speakers



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



Mr. Shazad Dada
CEO/ Executive Director
Standard Chartered
Bank (Pakistan) Ltd.



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



Mr. Saad Amanullah Khan
CEO
Alamut Consulting



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



Mr. Leon Menezes
Practitioner
Writer and Professor of
Practice IBA



Ms. Fatima Asad-Said
Director Human Capital Excellence
Abacus Consulting



Ms. Sadaffe Abid
Social Entrepreneur
and Co-Founder of CIRCLE



Ms. Syma Waleed
Head of Rewards
Fatima Group



Ms. Khawlah Usman
Director Business,
Institute of Bankers Pakistan

Discussion Topics

- Evolving role of women and strategic significance of inclusive workforce for achieving organization objectives.
- Cultural biases limiting the recruitment, development and promotion of women.
- Local good practices being used by companies for gender balance.
- Critical competencies for successful career growth.
- Developing a business for more women on board and organization performance.
- How men can act as allies and champions of development for advancement of women in organization.
- How women can sustain careers to create a critical mass. Common pitfalls hindering women career growth to top management and board.
- Critical recommendations for employers to promote equal opportunities.
- Critical recommendations for families to facilitate daughters/daughter in law absorbing into job.

Way Forward

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

- HR Metrics is forming Diversity Council, a Think Tank comprising of highly accomplished pro gender leaders from cross section of society; to analyze the issue in Pakistan's context and provide strategic guidance and support to influence policy reforms on equal opportunities. The Council will set measurable benchmarks and plans to bring visible improvement in gender gap at national level.
- HR Metrics is also developing a Diversity Resource Group "DRG" comprising of subject matter experts to provide technical consultation and capacity building of organizations in implementing and evaluating gender diversity and inclusion strategy.

DRG will:

- Conduct a research to document local best practices in equal opportunity employers.
- Engage highly accomplished women and men to design women mentorship program.
- Organize learning sessions by focusing on following:
 - Formulation of gender diversity strategy at organization level.
 - Developing a business case for D&I positioning in organization business strategy.
 - Developing a Diversity Value Index to monitor and evaluate progress.
 - Critical skills for women to overcome glass ceiling phenomenon.



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THE AGA KHAN UNIVERSITY

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How to Encourage *Gender Diversity & Inclusion*



Article by Effenus Henderson,
Chair Diversity & Inclusion Standards
SHRM American National Standards Institute



In order for women to be successful in the workplace in Pakistan and other parts of the world, they will need to be supported by men in leadership roles. Studies suggest that this support should include the following:

- 1. FAMILY SUPPORT:** Support from the spouse and at home. This is the single most important factor women in Pakistan suggested (74%) and included the need for domestic help.
- 2. SAFE WORK ENVIRONMENT:** A safe work environment – which includes policies such as strong sexual harassment prevention policies.
- 3. WORK LIFE BALANCE:** Understanding of the practical realities of combining work with the demands of their families
- 4. RESPECTFUL AND FAIR TREATMENT:** Being treated respectfully, equitably and fairly with strong support from senior leadership.

Companies that are doing a good job in promoting gender diversity in their workplaces and workforces have some practices in place that are important for others to consider.

SET EXPECTATIONS FOR IMPROVING GENDER DIVERSITY

They establish requirements for increasing the gender diversity in their recruiting, hiring, and promotion activities. They expect trend improvement in year over year results. They also require more gender diversity in hiring pools and development pools for succession plans.

EXTERNAL AND INTERNAL NETWORKING.

They provide an array of opportunities for women to meet and interact with successful women for increased mentoring, coaching, and support.

MENTORING AND SPONSORSHIPS.

Women that have been identified as high performers and high potential are provided additional and specialized mentoring with senior leaders, coaching and developmental opportunities to enhance their professional development.

TRAINING AND DEVELOPMENT.

Employees are provided with training and development experiences to build commitment and skill in more gender friendly work environments. This training is focused on respectful behavior, harassment prevention,



GENDER DIVERSITY CONFERENCE & AWARDS

unconscious bias, micro-aggressions, and related tools (such as intent vs impact discussions). Womens leadership forums and Employee Resource Groups are also important ways to build skills and commitment.

OUTREACH.

Outreach to organizations that can be helpful in establishing effective relationships, particularly those with womens groups, can be effective in showing support, building trust, and enhancing the pipeline of talent.

Improving performance in gender diversity as with other dimensions of diversity is organizational development and change work and requires senior leadership engagement, commitment, and a set of actions designed to improve performance. The following are vital steps in building a more sustainable approach to addressing the issue in an organization.

1. **EXPLICIT SENIOR LEADERSHIP COMMITMENT.** When leaders understand the significance of gender diversity to business outcomes they are more likely to be committed to doing what it takes to achieve measurable improvement. Key tasks include developing a business case, setting some significant goals for workforce representation improvement and developing an action plan with key indicators of performance. This plan should be publicly shared to increase personal commitment.
2. **ESTABLISHING A FIRM FOUNDATION.** In this step, updating or setting policies in areas of equal opportunity, harassment prevention, respectful behavior, risk mitigation and rewards structures that are designed to be more equitable and inclusive are important. This includes mandatory training and programs to engage men in becoming allies and supporters of women and helping them become aware of barriers that may unintentionally get in the way of progress.
3. **WORK LIFE BALANCE ISSUES.** Special attention needs to be on changing the perspectives by men of women in the work place. In some countries this is especially sensitive as these societies have cultural practices and values which make it difficult for women to pursue roles outside the home. Flexible work arrangements and the ability to work from home are emerging practices to support the needs of all employees.
4. **PROFESSIONAL DEVELOPMENT AND GROWTH.** This requires putting processes and practices in place that help to accelerate the

advancement of high performing women such as assigning executive coaches and mentors, nominating women for specific special assignments, taskforces and related developmental opportunities, and supporting the development and grow of networking opportunities including employee resource



Women leadership forums and Employee Resource Groups are also important ways to build skills and commitment.

groups. And, finally insisting on specific talent reviews of high potential women and other approaches developmental planning processes to enhance their development.

5. **STRATEGIC OUTREACH.** To grow the pipeline of talent, the organization will need to establish and sustain effective relations with appropriate external organizations and associations. This can include sponsoring gender diversity initiatives and events, specific outreach to womens organizations, and supporting effective return to work strategies for women returning from maternity leave or support for part-time work or job sharing initiatives.

Creating a viable framework that is sustainable and supported by leadership is important as I have described above. It requires a long-term perspective. It is important to address cultural and historic perceptions in the workplace. And, most importantly suggests that men to trained to support and be allies for the development of women in the workplace.

If these suggestions are considered and perhaps adopted, I believe organizations in Pakistan and around the world will be well on their way to creating more sustainable and inclusive organizations where gender diversity is an integral part of the overall human talent framework.

Effenus Henderson

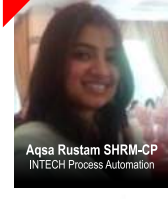
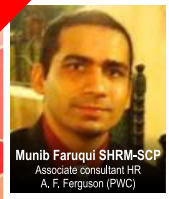
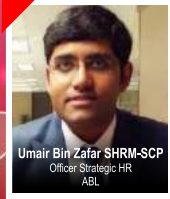
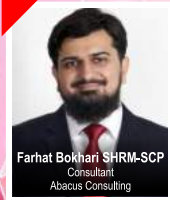
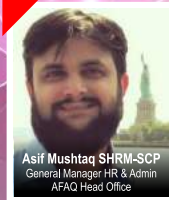
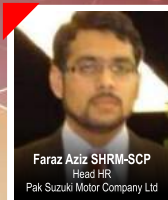
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Using NPV & IRR to Determine Financial Payback of HR Investments



Organizations use Net Present Value and Rate of Return to determine financial payback of investment in all physical assets including plant, building, inventory and raw material. Do you use the same logical financial framework, while investing in a project related to people management?

General perception is that financial payback frameworks are only applicable in ROI assessment of tangible assets. A global research by David Norton published in "The HR Scorecard" on 968 companies reveals that companies using NPV and IRR to determine ROI of human capital investments have workforce productivity rate double than industry average.

2 days program for HR Heads, Company Board Secretaries, CFOs, Head Audit and Risk, who deal with processing, auditing or approving HR business case for investment.

Course Contents

- Project Description
- SWOT Analysis
- Result / Recommendations
- Solution & Alternatives
- Financial Analysis through NPV & IRR
- Writing Executive Summary

Course Takeaway

Participants will get hands on practice to use the tools. After attending this program, the participants will be able to quantify financial impact of HR investments on bottom line.



Facilitator
Zahid Mubarik
SHRM-SCP, SPHRi, GPHR
Chief Consultant HR Metrics



Malik Mirza
FCA, FCCA, MBA
MD Finman Group



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

Developing Measurable KPIs for Verifiable

business impact

Common Issues in Traditional Performance Management System

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

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

Implications

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





DEVELOPING MEASURABLE KPIs FOR VERIFIABLE BUSINESS IMPACT

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



Orix Leasing
CEO Teizoon Kijat with
C Suite Executives



Client organizations

Searle Pharma
C-Suite Executives



ICAP Karachi
C Level Executives

Ernst & Young Ford Rhodes
Sidat Hyder Pakistan



Contents

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

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



Validate your **Curriculum**

The assessment helps universities meet their accrediting body's assurance of learning requirements because it helps show the HR degree program teaches what it states it will teach. If your accrediting body has requirements for direct assessment to support assurance of learning, this exam can help you meet that requirement.

SHRM are the result of a highly interactive, outgoing process involving practitioner and academic communities. Like accreditation standards, these guidelines are flexible and focused on outcomes. SHRM does more than publishing guidelines and let schools fend for themselves; it assists educators to realign curricula and courses, publicize their programs and measure results. Many Institutes commends SHRM for its leadership as guides to developing and reformulating HR degree programs.



SHRM Student Forum

FAST-NUCES

Islamabad

SHRM provides opportunities for students to network on the local level through student forums. SHRM student forums have regular meetings with scheduled programs designed to help members learn more about HR and the real world of business. Forums invite local business people to speak to the members about current developments in the business world and how they will impact future workers. Informal groups apply by submitting the “Request for Approval of a “SHRM Member Forum.”

Benefits

- Online access to wealth of resources www.shrm.org
- Facilitation in company tours
- Student conferences
- Resume-writing workshops
- Interviewing workshops
- Referral for internship programs
- Social events
- Local business professionals invited to speak

Membership Formation

- Have at least 15 SHRM student members
- Be affiliated with an accredited minimum four-year college or university
- Submit to SHRM documentation verifying the university's accreditation and its HR or related degree program
- Any faculty, administration, professional staff person of the university or a regular member of SHRM may be designated as the student chapter advisor
- Conduct a minimum of four (4) student networking events per academic year
- Submit a SHRM International Student “Member Forum” Profile form annually at the start of each academic year

Directory of Student SHRM member center available at:

<https://www.shrm.org/communities/student-resources/pages/default.aspx>

For more details on SHRM Student Forum please visit:

<https://www.shrm.org/Communities/student-resources/Pages/international-student-forums.aspx>



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- If a SHRM member transfers his or her registration to a nonmember, the nonmember must pay the difference of the SHRM member and nonmember price at the time of the transfer.

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workforce tomorrow



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

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Mobilink Microfinance Bank ^{LTD}

A Vision Of Success



Ghazanfar Azzam
CEO & President
MMBL

Q1: Please talk about the journey of Mobilink Bank since inception?

Mobilink Bank is part of Vimpelcom, a major global telecom group and a sister entity Mobilink, the largest telecom operator in Pakistan currently led by Mr. Aamir Ibrahim as CEO who is also chairman of Mobilink Bank's board of directors. The banking operations are structured primarily under two divisions i.e. 1. Core Micro Banking Operations and 2. Branchless Banking Operations in line with Branchless Banking Regulations of State Bank of Pakistan.

In 5th year of its operations, Mobilink Bank has come of age since its inception in May 2012. With 51 branches and over 65,000 branchless banking agents across Pakistan, the bank has one of the highest number of touch points in the country. Mobilink Bank so far has financed over 100,000 small entrepreneurs and farmers in excess of Rs.7 billion in its four years of operations with an average loan size of Rs.63,000, probably highest in the microfinance banking industry, thus making a valuable contribution in improving access to finance for the credit starved segments and promoting self-employment & job creation.

1st Microfinance Bank

to Introduce

Internet Banking

Q2: Give us some information about the products MMBL offers.

At MMBL we offer mobile accounts (wallets), money transfers, life and health insurance, collection of utility bills, salary disbursement cards, G2P disbursements, B2P & P2P solutions, loans to micro and small entrepreneurs, farmers and house finance to low income segments in addition to regular banking savings and deposits accounts available to individuals, businesses and corporates etc.

Q3: What is the market penetration strategy of your bank?

Since our target market primarily consists of low income, marginalized and widespread unbanked segments, we're piloting and developing digital solutions to reach out to them which will reduce cost of service delivery significantly and improve turnaround time tremendously. Digital infrastructure in the country is developing fast and we expect a quantum jump in number of customer served through digital channels by 2020 which will also help the country in significantly improving financial inclusion.

Q4: How do you position your organization in Digital Banking Industry and do you foresee some challenges?

We believe the future of financial services lies in delivery through digital channels and not through traditional brick and mortar structures and therefore we are investing heavily in R&D and playing our part in developing a digital infrastructure in the country by leveraging strength of our partners

Our Products

Mobilink and we will continue to research and develop financial services products that can be made available to a much larger population at a much lower cost by adopting digital technology.

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Cash in	Funds Receive/Transfer	Bulk CNIC Disburseals
Cash out	Utility bill payments	Bulk Wallet Disburseals
Utility bill Payments	Jazz Load	GZF (POMA), Bait ul Maal & FDMA
Jazz Load	Indigo Bill Payments	Wallet Link Cards
Indigo Bill Payments	Mobicash Beema	Salary Disbursements
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