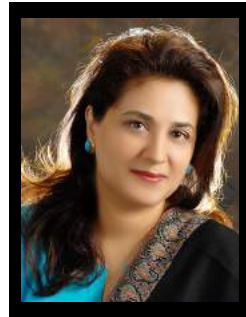


HR Metrics

# workforce tomorrow

8th Edition - 2017

Global **Diversity and Inclusion** Benchmarks  
Standards for Organizations Around the world



# Contents

## Diversity and Inclusion

CEO's Message, Zahid Mubarik, SHRM-SCP, SPHRi, GPHR	1
Special message by Mr. Qazi Azmat Isa, Chief Executive Pakistan Poverty Alleviation Fund	2
Gender Diversity and Inclusion Benchmarks Conference	3
Dr. Jawad Syed Interview on Diversity and Inclusion	12
Article: Corporate Pipeline by Sadia Khan	15
Gender Diversity Survey Report 2016	17

## Using HR Metrics to Drive Business Results

Using HR Metrics to Drive Business Results	20
Few Testimonials from Virtual Course participants	26
How to Draw Inference from Critical HR Metrics for Better Business Decisions	29
Human Capital Benchmarking Annual Survey	30
Strategic HR Metrics for Annual Disclosure to Investors	32
Result Based KPIs	33
Developing HR Business Case by using Financial Payback Frameworks	34

## HR Competency Standard

Why Competency Based HR is important	35
Top 5 Reasons that you can give to your Employer to invest in your Certification	40
Dr. Ishrat Husain SHRM-SCP Certification Scholarship for Excellence in HR Profession	42
Prof. Atta-ur-Rahman Certification Scholarship for Excellence in HR Profession	45
HR Metrics Alumni	48
Dr. Sitwat Interview regarding SHRM Learning System	52
SHRM Membership Benefits	56
Mr. Ahmed Nauman Anees Interview	57

## 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



As the pillars of sustainability change from 3P (People, Planet, Profit) to 5P (People, Planet, Prosperity, Peace and Partnership), an increasing number of organizations around the world are making commitments to sustainability and are engaged in sustainability initiatives. Diversity & Inclusion reinforces organization sustainability by paving way for more focused and inclusive use of human resources to achieve organization goals.

Diversity and inclusion is not just a "nice to have" goal or a "good citizenship" choice but a strategic necessity for any organization. Implementing it requires a top-down organization-wide effort, affecting not only relations with all employees but also the organization's supply chain and all internal and external stakeholders. A comprehensive process, supported by clear metrics play a critical role in defining, implementing, and evaluating the success of any diversity and inclusion efforts.

With the launch of Global Diversity & Inclusion Standard 2016, events are being organized in various parts of the world including São Paulo, Washington DC, Sydney, Melbourne, London, Netherlands, Pittsburgh, Philadelphia, Seattle, San Diego, Los Angeles, Portland, Tokyo, Toronto, Argentina, New York and Oakland.

GDIB Conference at Karachi is an effort to facilitate organizations in progressive transformation from viewing diversity defensively as a matter of legal or ethical compliance to positioning it strategically as an asset, to compete in the market.

I hope Pakistan Industry benefits from this opportunity.





Special Message By

**Mr. Qazi Azmat Isa**

Chief Executive Pakistan Poverty Alleviation Fund

Pakistan is a country with numerous ethnic, religious and linguistic variations. While we are traditionally diverse, today, differences in race, ethnicity, gender, religion, place of residence, disability status, age, and other stigmatized markers, exclude people from rights and opportunities. Diversity, if not managed and monitored, is often a marker for deprivation. Diversity if not celebrated, limits our own perceptions, capacity and humanity.

Inclusion is at the heart of PPAF's work as the foremost of the core values that motivate and guide us. In order to ensure that diversity does not result in deprivation, it is essential that we track diversity to ensure that our institutions and practices are inclusive.

Gender diversity in particular has a direct bearing on organizational performance as more and more women enter the workforce across the world. The most resounding example of this inclusive approach is women's empowerment which is mandated in all PPAF interventions at the grass root level. The same gender inclusion is reflected in PPAF human resources (with 30% female ratio) and diversity and inclusion is continuously monitored so that it remains integrated into all PPAF activities.

The launch of the Global Diversity and Inclusion Benchmarks Standard in Pakistan is a monumental step in embedding diversity and inclusion into organizations and I congratulate HR Metrics on this initiative and wish them success.





# Global Diversity & Inclusion Benchmarks Conference

(Standards for Organizations around the World)

27 April 2017 - Karachi

## Pakistan Diversity and Inclusion Think Tank



**Sherry Rehman**  
Chair Board of Governors  
Jinnah Institute



**Jehan Ara**  
President  
P@SHA



**Rukhsana Zuberi**  
Senator and President  
Tec Education  
Foundation



**Sadia Khan**  
CEO  
Selar Enterprises



**Irfan Wahab Khan**  
CEO  
Telenor Pakistan



**Shazad Dada**  
Chief Executive Officer  
Standard Chartered Bank  
Pakistan Ltd.



**Qazi Azmat Isa**  
CEO  
Pakistan Poverty Alleviation  
Fund



**Kimihide Ando**  
CEO Mitsubishi  
Corp. Pakistan



**Jahangir Piracha**  
Chief Executive Officer  
Engro Vopak Terminal Limited &  
Engro Elengy Terminal Limited



**Saad Amanullah Khan**  
CEO  
Alamut Consulting



**Ayesha Aziz**  
Managing Director  
Pak Brunei



**Muhammad Adil Khattak**  
CEO  
Attock Refinery Ltd.



**Tara Uzra Dawood**  
President  
Dawood Global Foundation



**Jawad Syed**  
Dean Suleman Dawood  
School of Business  
LUMS



**Fatima Asad-Said**  
Regional Director  
Abacus Consulting



**Roomi Saeed Hayat**  
Executive Director  
IRM

## Objectives

- Discuss business case for Diversity to review its linkage with organization's sustainability.
- Facilitate organizations in transformation from viewing diversity defensively as a matter of legal or ethical compliance to viewing it strategically as an asset, to compete in the market.
- Review the Global Diversity & Inclusion Benchmarks Standard and help participants to develop skills to assess the current state of D&I in 14 categories and determine organization readiness on 5 scale (Inactive, Reactive, Proactive, Progressive, best Practices).
- Provide a perpetual platform to share local success stories and hurdles in implementing D&I initiatives.

This conference is based on the work of 95 D&I experts around the world. In 2016 the experts, guided by researchers Julie O'Mara and Alan Richter, Ph.D., co-authors, produced the Tenth Anniversary Edition of Global Diversity & Inclusion Benchmarks: Standards Around the World. The GDIB 2016 supports all types and sizes of organizations in the development and implementation of diversity & inclusion (D&I) best practices. It is a comprehensive guide to explain what creating inclusive systems and managing diversity entails. It represents the best thinking and consensus agreement of global experts. GDIB is for use by organizations across all sectors, sizes, types and work regions. <http://diversitycollegium.org/downloadgdib.php>. GDIB was sponsored by The Diversity Collegium, a non-profit organization registered in Washington USA. For more information go here: <http://diversitycollegium.org/globalbenchmarks.php>

### Participation Fee

SHRM Members & MAP Members PKR 10,000

Non- Members PKR 12,000

### Contact Details

Mobile: 0331-5684648, 0342-5579160

Landline: 051-4939171, 051-4939069

Email: [Quratulain@thehrmetrics.com](mailto:Quratulain@thehrmetrics.com)

Website: [www.thehrmetrics.com](http://www.thehrmetrics.com)

## Context

Many organizations today are dedicated to serving all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. Today's future-focused organizations want to ensure long term sustainability of our world and the people in our world.

Stakeholders are becoming more globally diverse and networked, as organizations are increasingly mobile in their teams, supply chains, shared services, operational processes and outsourcing. To optimize organizational results, creativity, problem-solving, talent management and engagement, operations and innovation, organizational leaders need to adopt inclusive approaches management strategies and styles that incorporate different perspectives, cognitive, cultural and linguistic differences, and collaboration. GDIB supports workplace D&I and describes People, Planet, Prosperity, Peace, and Partnership as its focus.

## Why Diversity & Inclusion

Diversity and Inclusion has emerged as a worldwide practice. Diversity refers to the variety of differences and similarities/dimensions among people, such as gender, race/ethnicity, tribal/indigenous origins, age, culture, generation, religion, class/caste, language, education, geography, nationality, disability, sexual orientation, work style, work experience, job role and function, thinking style, and personality type; who are necessary to propel an organization to success. Inclusion refers to how diversity is leveraged to create a fair, equitable, healthy, and high-performing organization or community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting organizational and societal goals are valued.

HR function can demonstrate value by creating opportunities that leverage the human experience to address organizational needs or solve issues by capturing talent, understanding markets, utilizing diverse perspectives for innovation, knowing how and how not to pitch products. Diversity provides the potential for greater innovation and creativity. Inclusion is what enables organizations to realize the business benefits of this potential.

## Global Initiatives on Diversity & Inclusion

### • The United Nations 2030 Agenda for Sustainable Development

It supports workplace Diversity & Inclusion (D&I) and describes People, Planet, Prosperity, Peace, and Partnership as its focus. Out of 17 UN goals, at least 6 reinforce D&I approach.

### • ISO Technical Committee 260 HR Standard on Diversity & Inclusion

- ISO Geneva is developing global HR standard, which will provide a set of guidelines for global diversity and inclusion goals and strategies in organizations including initiatives, programs, competencies, and associated metrics to develop sustainable benefits. This standard applies to all types of organizations, regardless of size, type, activity, industry sector, growth phase, cultural approach, or country-specific requirements to align with diversity and inclusion. Following 26 countries are participating in developing HR standards:

- Austria
- Bahrain
- Barbados
- Belgium
- Canada
- Finland
- France
- Germany
- India
- Israel
- Italy
- Malaysia
- Netherlands
- Nigeria
- Norway
- **Pakistan**
- Portugal
- Russian Federation
- Slovenia
- Spain
- Sweden
- Turkey
- United Kingdom
- United States

## What's Next

### 1. Diversity & Inclusion Achievement Awards

#### a. Organization Award

Write up of not more than 3000 words showing why your entry deserves the DI Award. The Jury members will require supporting documentation such as case study, testimonials, references, project descriptions, photographs and published articles (if any). Entry fee per nomination is PKR 25,000. Last date of nomination is 20 Apr 2017. There is no limit on number of awards.

#### b. Individual Categories

Write up of not more than 3000 words proving that individual has shown initiative, innovation, implemented best practices and reduced cost or brought impact on bottom line to reflect a successful operation. showing why your entry deserves to win over others. The Jury members will require supporting documentation such as testimonials, references, project descriptions, photographs and published articles (if any). There is no fee for nomination, however conference participation fee will be charged. Last date of nomination is 20 Apr 2017. There is no limit on number of awards.

- Jury will evaluate each entry and Jury decision will be final and binding.
- Send your nomination to [Quratulain@thehrmetrics.com](mailto:Quratulain@thehrmetrics.com) +92 51 4939071, 92 331 5684648

### 2. Diversity & Inclusion Think Tank (DITT)

- Will comprise of renowned business leaders who have championed/ready to champion DI in respective circle of influence.
- They will be expected to contribute ideas/guidance through email/phone once a quarter.
- Willing to attend strategy meeting for 3 hours once a year.
- Willing to speak during diversity conference/seminars once a year (subject to availability).
- Assist in generating influence and resource support for fostering diversity initiatives.

### 3. Diversity & Inclusion Resource Group (DIRG)

- Main aim of this initiative is to facilitate organizations in implementing GDIB through a well-trained resource, who is eager to learn the framework to subsequently implement. DIRG members will be given training on organization DI gap analysis, benchmarking and action planning.
- DIRG welcomes passionate, result oriented and talented HR professionals, having minimum 10 years of experience, potential and passion to groom as expert trainer on D&I and are willing to collaborate by educating the organizations in planning, implementing sustainably and evaluating D&I strategy.
- Total Cost of 2 sessions for year 2017 will be Rs. 12000 per person
- Interested candidates meeting above criteria may. [Apply](#)

### 5. Diversity & Inclusion Sponsors/Partners (DIP)

We can help you in improving visibility and outreach of your products and services through sponsors/partners' scheme. We also have speaking slots for sponsors. Contact [Quratulain@thehrmetrics.com](mailto:Quratulain@thehrmetrics.com) +92 51 4939071, 92 331 5684648





## Conference Speakers

27 Apr 2017 - Karachi



**Ms. Marvi Memon**  
Minister of State and  
Chairperson Benazir Income  
Support Programme



**Dr. Ishrat Husain**  
Former Governor  
State Bank of Pakistan



**Ms. Julie O'Mara**  
Co-Author Global Diversity & Inclusion  
Benchmarks  
President O'Mara & Associates  
Former President American Society for  
Training & Development



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



**Ms. Sadia Khan**  
Chief Executive Officer  
Selar Enterprises  
Honorary Consul General of  
Finland



**Mr. Zafar A. Khan**  
Chairman  
Acumen Pakistan Limited



**Mr. Shazad Dada**  
Chief Executive Officer  
Standard Chartered Bank  
Pakistan Ltd.



**Mr. Jahangir Piracha**  
Chief Executive Officer  
Engro Vopak Terminal Limited  
& Engro Elengy Terminal Limited



**Dr. Sitwat Hussain**  
SHRM-SCP, GPHR  
Group Head HR  
Habib Bank AG Zurich



**Ms. Uzma Bashir Ghous**  
Chief Operating Officer  
Engage HR



**Dr. Zeeshan Ahmed**  
Acting Rector & Dean  
KSBL



**Dr. M. Athar Siddiqui**  
Associate Professor of OB  
and HR  
KSBL



**Mr. Suleman Ansar Khan**  
Head of OD, Culture and Talent  
Acquisition  
Engro Corporation  
(Moderator)

This program is valid for 6 PDCs for the SHRM-CP or SHRM-SCP recertification.  
For more information on certification or recertification please visit  
[www.shrmcertification.org](http://www.shrmcertification.org)



## What Other Countries are Doing

- Many countries have “legal standards, measures, and requirements. Canadian “employment equity” regulations require that employers engage in proactive measures to improve the employment opportunities of four designated groups: women, persons with disabilities, aboriginal peoples, and “visible minorities” (e.g., blacks, Asians, Hispanics, etc.).
- India's “reservation” laws impose a quota system to promote employment (as well as government representation) of designated underprivileged groups, based largely on the historic caste system.
- “Positive discrimination” in the U.K. applies in relation to nine “protected characteristics”: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- European “positive action” is defined broadly by the EU's European Commission as promoting “full and effective equality” for “members of groups that are socially or economically disadvantaged or otherwise face the consequences of past or present discrimination or disadvantage.”
- “Workforce nationalization”—the concept of reducing foreign national employment by bringing more citizens into the workplace—is the stated goal of the six Gulf Cooperation Council (GCC) states: The United Arab Emirates, Bahrain, Saudi Arabia, Oman, Qatar, and Kuwait. Essentially, these laws are designed to reduce reliance on foreign labor by encouraging (often compelling, through percentage quotas) private-sector industries to hire citizens instead of foreign worker”
- The challenge for organizations, then, is arriving at an organizational approach to D&I that allows the organization to adhere to its principles and strategic goals





## Pakistan's Progress on Diversity & Inclusion

### 2015 Award for Diversity & Inclusion

On Women's Day 8 Mar 2015, Ladies Fund (Dawood Global Foundation) organized awards ceremony at Governor House Karachi. On the recommendation of SHRM Forum Pakistan, three organizations including Telenor Pakistan, Allied Bank and Pakistan Poverty Alleviation Fund got award for best category in Diversity and Inclusion.



### 14 Countries Consular Generals Roundtable on Diversity at Swiss Consulate Karachi

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

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





## Gender Diversity Conference 2016

HR Metrics in collaboration with Institute of Bankers Pakistan organized D&I Conference at Karachi on 25 May 2016. Highly accomplished business leaders, shared local best practices and challenges on the subject.



**Conference Speakers**

 <b>Mr. Effenus Henderson</b> Chair Diversity & Inclusion Standards SHRM American National Standards Institute (through videocon)	 <b>Mr. Shazad Dada</b> CEO/ Executive Director Standard Chartered Bank (Pakistan) Ltd.	 <b>Mr. Kimihide Ando</b> Senior Vice President Mitsubishi Corporation & Chief Executive for Pakistan	 <b>Mr. Saad Amanullah Khan</b> CEO Alamut Consulting	 <b>Mr. Zahid Mubarik</b> SHRM-SCP, SPHR, GPHR CEO HR Metrics President SHRM Forum Pakistan
 <b>Mr. Leon Menezes</b> Practitioner Writer and Professor of Practice IBA	 <b>Ms. Fatima Asad-Said</b> Director Human Capital Excellence Abacus Consulting	 <b>Ms. Sadaffe Abid</b> Social Entrepreneur and Co-Founder of CIRCLE	 <b>Ms. Syma Waleed</b> Head of Rewards Fatima Group	 <b>Ms. Khawlah Usman</b> 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.

## Gender Diversity Survey & Awards 2016

Along with conference HR Metrics also conducted a research in 2016 by getting data from public listed, private limited, nonprofit and government organizations. Through a measurable framework, organizations shared their attitude towards diversity & inclusion at workplace and women headcount at board, management and non-management level. Based on criteria, following organizations were given awards during Diversity Conference on 25 May 2016.





## GENDER DIVERSITY VALUE INDEX AWARDS 2016

We Congratulate following Winners

### Public Listed Companies

1



2



3



### Private Limited Companies

1



2



3



### Non Profit Organizations

1



2



3



### Government Organization

1





### About HR Metrics

HR Metrics is the pioneer in South Asia for introducing evidence based metrics for workforce management to leverage employees' performance and organization productivity in verifiable terms. It provides consulting, training, benchmarking, and technology support to facilitate organization change. HR Metrics is partner with SHRM USA for HR Certification in Pakistan. HR Metrics is partner with SHRM USA for providing SHRM-CP and SCP certification preparatory courses and recertification credit hours. More details [www.thehrmetrics.com](http://www.thehrmetrics.com)

### About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association representing more than 280,000 members in 170 countries. The Society is the leading provider of resources to serve the needs of HR professionals and advances the professional practice of human resource management. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States, subsidiary offices in China, India, United Arab Emirates; and Forums in 11 countries including Pakistan. For seven decades, the SHRM has supported more than 100,000 employers representing 140 million employees worldwide. 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 ensuring that as business evolves, HR evolves to meet business needs. . More details at [www.shrm.org](http://www.shrm.org)

### About KSBL

The Karachi School of Business & Leadership (KSBL) was established under a strategic collaboration with Judge Business School at University of Cambridge to create a meaningful change in managerial, entrepreneurial and leadership landscape of private, public and civil society organizations. The internationally renowned faculty at KSBL instills business and management concepts through diverse learning methodologies including case studies, simulations and group exercises. Chartered by Govt. of Sindh and recognized by HEC Pakistan, KSBL is a leading graduate business school of the country committed to providing international level tertiary education opportunities to talented youth. KSBL is where students come not just to study, but to absorb ethos of challenging questions about business practices. Our aim is to create opportunities where management education is at par with international business schools. For more details visit our website [www.ksbl.edu.pk](http://www.ksbl.edu.pk).





## Interview with Jawad Syed on Diversity and Inclusion



# Dr. Jawad Syed

PhD, Academic FCIPD  
Dean and Professor of Organisational  
Behaviour  
Suleman Dawood School of Business  
LUMS

### 1. How do you define 'Diversity and Inclusion'?

Diversity premises on the understanding that there are multiplicities of identities, experiences, and perspectives. By inclusion, I mean the understanding that there are various interpretations and ways of life, apart from the mainstream version, and that these diverse identities and lifestyles should not be ignored, voiced down or suppressed, but included and equally valued in the mainstream way of life within and outside the workplace.

### 2. What are the key dimensions of Diversity and Inclusion?

The key dimension of diversity and inclusion is acceptance of difference and complementarity. Diversity and inclusion begin with the acceptance that individuals and groups have the right to be different from us and that difference does not diminish their value or respect. It does not make others less functional than we are – it rather encourages a complementary role. In operational terms in the workplace, any dimension of difference such as gender, ethnicity, religion, sect, class, age and disability is included in diversity and deserved to be valued, celebrated and embraced wholeheartedly.

### 3. In Pakistan's Business Industry, which dimensions of Diversity and Inclusion need to be emphasized more?

From a contextual and relational lens that I often use in my own research, the issues of diversity and inclusion in the Pakistani business industry are somewhat different from those faced by the organizations in the West. While the Western literature on diversity is focused on gender, race, age and other dimensions of identity, race is a comparatively lesser concern in this part of the world. For us, gender equality (in terms of equal access and opportunities), religious and ethnic diversity, and the urban-rural divide are of more immediate concern. In my view, the Pakistani state and policy makers need to understand that instead of forced assimilation, valuing and respecting difference, in all forms, is the way forward to peace and progress. This will create better, safer, and more productive workplaces.

Dr Syed obtained his PhD in Business from Macquarie University, Australia and completed a Postgraduate Certificate in Higher Education at the University of Kent, UK.

Dr Syed is an Academic Fellow of the Chartered Institute of Personnel and Development (CIPD), UK and Program Chair of European Academy of Management's (EURAM) Gender, Race and Diversity in Organizations (GRDO) Special Interest Group. He is a director of the Global Centre for Equality and Human Rights (GCEHR) and coordinator of the South Asian Academy of Management (SAAM).

Dr Syed has an extensive publishing record, having published in scholarly journals including Human Resource Management Journal, British Journal of Management, Business Ethics Quarterly, International Journal of Human Resource Management, Management Learning, Journal of Business Ethics, Gender, Work and Organization, and Journal of Knowledge Management.

#### He has also edited several books, including:

- Syed, J. & Kramar, R. (2017) Human Resource Management: A global and Critical Perspective. Basingstoke: Palgrave Macmillan.
- Syed, J., & Ozbilgin, M. (2015). Managing Diversity and Inclusion: An International Perspective. London: Sage.
- Özbilgin, M. and Syed, J. (2010). Managing Gender Diversity In Asia: A Research Companion. Cheltenham: Edward Elgar.



## INTERVIEW

### **4. How do you see Diversity and Inclusion in the future business scenario?**

I always hope for a better tomorrow. For example, with the increasing number of female workers and female enrolments in higher education institutions, one may also expect more acceptance of female coworkers, who should also get equal opportunities in senior and leadership roles in organizations. The future course of this societal change can bring about a better, more gender-sensitive business scenario. However, with the way things currently are, there are potential concerns too that could be more grave in the future. With the state of intolerance, such as patriarchal and masculine interpretations of religion and culture, currently prevailing in a section of the mainstream, the future could be bleak if we do not change course today.

### **5. Is there a social imperative pressing need for Diversity and Inclusion?**

As I previously mentioned, inclusion of people of different faiths, sects, and ethnic backgrounds should be made part of the mainstream culture by academic institutions, the media, and professional organizations in Pakistan. People spend a substantial amount of their time at their workplace, and it would not be too far-fetched to say that learnings from the workplace can trickle down into people's lives outside of their work.

### **6. Do you think that organizations are ready in Pakistan for Diversity and Inclusion?**

I would hope that they are. Organization is a wide category for a claim like that. I'd say, I know some types of organizations that are ready, for example, some MNCs and NGOs that have antidiscrimination and antiharassment policies.

### **7. Can you share some personal experience with reference to any organization practicing Diversity and Inclusion in Pakistan and how?**

In one of my previous jobs at a textile firm in Pakistan, we introduced a policy of gender equality and inclusion. As a part of that policy, we trained unskilled women to learn stitching and embroidery, with guaranteed employment in our factory after the course. Moreover, for mothers of young children, there was a nursing room or kids room. We also sought to improve communication skills of some of our female employees by teaching them functional English once a week. All of these are small steps in the larger scheme of things, but I believe that we did make a small contribution.

### **8. What is your view on Diversity of thought in our society?**

Our society is more of an amalgam of many internally homogenous factions and there is nothing wrong with that. The problem lies in our claim of being one society because it implies a sense of homogeneity and therefore deems any inconsistency as undesirable or heresy. We need to acknowledge like we historically have that there is no one single type of human, or Pakistani or Muslim. One might differ from me about the way they love Pakistan and still be as much of a Pakistani as I am.

# HABIBMETRO



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.



0800 HABIB (42242) | [www.habibmetro.com](http://www.habibmetro.com)

STAY AHEAD

Terms and conditions apply.





ARTICLE

## Corporate Pipeline

By Sadia Khan  
CEO Selar Enterprises  
Honorary Consul General of Finland

### Profile

Sadia Khan has pursued a versatile career path traversing investment banking, financial regulation, family businesses and entrepreneurship across three continents. With Masters Degree in Economics from both Cambridge University and Yale University, Sadia started her career at Lehman Brothers in New York. Since then she has worked with various international institutions and local regulatory authorities, including the Asian Development Bank in the Philippines, the Securities & Exchange Commission of Pakistan and the State Bank of Pakistan. She is currently the CEO of Selar Enterprises, a company she founded in 2011 while working as the Group Executive Director in her

For the past two decades, Sadia has remained a passionate advocate of corporate governance and currently serves on various boards as an independent director, including Pakistan Cables, Engro Fertilizer, Karandaaz and Edotco Pakistan. Her book entitled Corporate Governance Landscape of Pakistan was published by Oxford University Press in 2017.

In 2014, the French Government conferred on her, the Prestigious French award, "Chevalier de l'Ordre National du Mérite" (Knight of the National Order of Merit).

Sadia is the President of the global INSEAD Alumni Association since 2015. She also serves as the Honorary Consul General of Finland in Karachi.

## Article: 'Corporate Pipeline' by Sadia Khan

**“ FIVE events in as many days to celebrate women, to empower women and to talk about the challenges and obstacles to their faltering progress. Every year, the month of March brings a ray of hope in the shape of carefully choreographed events dedicated to women.**

As institutions, both local and multinational, vie for space to spend their earmarked budgets in support of women's issues, one cannot but wonder what the endgame is for all. The usual suspects in each gathering preach to those already converted to their cause. It's good to have an International Women's Day, just as it is good to have a Mother's Day, one day to celebrate their existence within a year devoted to undervaluing their economic contributions to society.

The publication of an ILO report last month ranking Pakistan last in 108 countries in terms of women in managerial positions, brought a certain sense of urgency in the proceedings of this year's events. The 3pc representation of Pakistani women in managerial positions puts us behind Algeria, Jordan and Bangladesh. However, the shrinking corporate pipeline for women is not unique to Pakistan. Globally, despite a 40pc representation in the workforce, women occupy only 12pc of positions at the board level.

**“ We need a business case for women in senior positions.**

The reasons for this steep corporate pyramid are well documented. Women face obstacles in the context of their respective environments, which may have to do with educational choices and traditional views and stereotypes about women. They face financial constraints in accessing formalised channels of finance especially in countries where the financial system is highly collateralised. Women own fewer assets than men and are not helped by discriminatory inheritance laws, thereby constraining their entrepreneurial ventures. Finally they encounter a number of soft obstacles defined as the lack of adequate training, access to relevant networks, mentoring opportunities and the lack of role models.

While a number of more progressive institutions have started dealing with these obstacles, their efforts are limited to those easiest to deal with, the soft targets. Mentoring opportunities, counselling and role models for women are much more common today than when I started my career 24 years ago. However, it is the contextual constraints that are the most limiting, but also by their very nature, the most difficult to deal with.

Changing the mindset of a generation about the role of women will probably take a generation to take effect, but only if we start now. Propagating it as their inherent right will not win over too many detractors. It is therefore more important to make a business case for more women in leadership positions. A number of international studies have enumerated the potential benefits to companies for bringing greater diversity in their workforce:

**Enhanced professionalism:** Professional, competent, experienced and knowledgeable women bring a different dimension to managerial deliberations leading to enhanced strategic formulation for the benefit of the company.

**More responsive to the market:** Women are responsible for 70pc of household purchasing decisions. Their presence in the corporate hierarchy ensures that there is an improved understanding of customer needs and more informed decision making.

**Better corporate governance:** Women bring a greater ethical consciousness to the workplace and their focus on non-financial performance ensures the company remains cognisant of its social responsibilities too.

**Improved company performance:** Diversity of skills and enhanced accountability lead to improved financial performance. Empirical evidence collected subsequent to the 2008 economic downturn suggests that companies with more women on boards/executive management consistently outperformed their rivals in terms of return on equity, return on sales and return on invested capital.

These are strong and valid arguments, but how does one bridge the gap between awareness creation and concrete action? A number of countries around the world have instituted quotas for the percentage of women they would like to see serve at the highest levels of corporate hierarchy, while others have left it as a voluntary provision for their corporate sectors to follow.

The revised Code of Corporate Governance in Pakistan recommends gender diversity for board composition of listed companies but falls short of making a mandatory provision as was made in India a year ago. While some of the large corporations in India are scrambling to fulfil this requirement, primarily by inducting female family members of the largest sponsors, others are hoping that if they ignore the provision long enough, it will go away.

Any attempt to impose similar quotas in Pakistan will probably meet the same fate. However, the debate generated in the process will hopefully make more companies aware of the business case for inducting senior women in their hierarchy

# Gender Diversity Survey Report 2016

By HR Metrics

The report was prepared with support of the Management Advancement Research Centre, FAST School of Management,

## INTRODUCTION

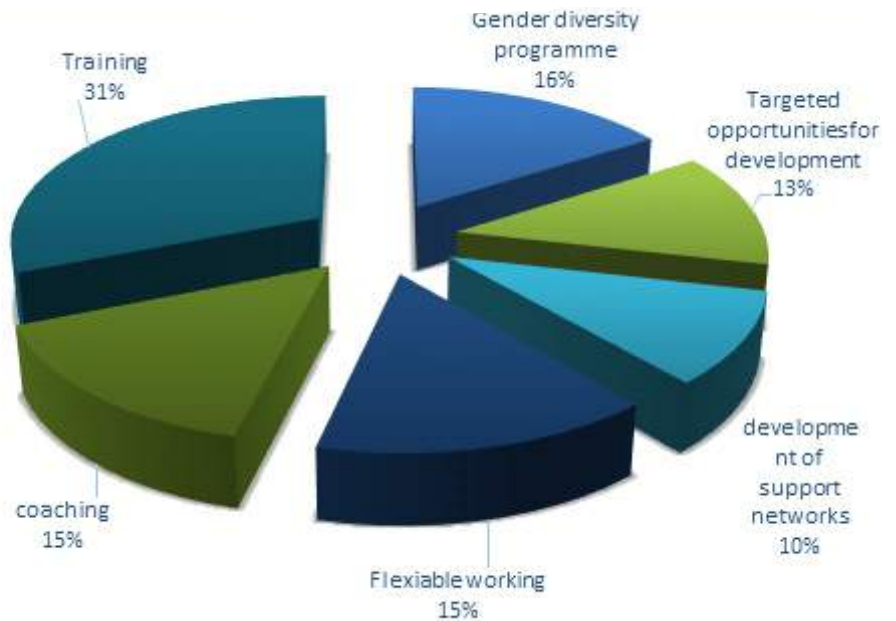
One of the most striking economic events in recent times has been the entry of large numbers of women into the workforce. According to 2015 global research “The Evolution of Work and the Worker” by Society of Human Resource Management (SHRM) and Economist Intelligence Unit, a vast number of women are 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 high skilled. With profound implications for the composition of workforce, the employers will have to become attuned to the idea embedding diversity and inclusion as part of organization strategy.

In Mar 2016, HR Metrics conducted a survey to determine the Gender Diversity Index at organization level. A total of 27 organizations participated in this survey.

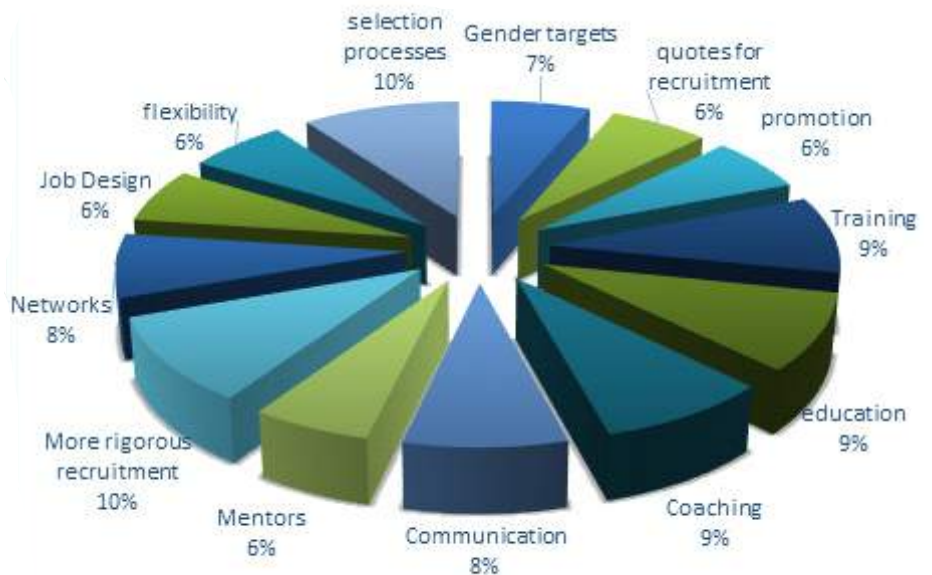
### Participating Organizations

- 1LINK (Guarantee) Ltd.
- Abacus Consulting
- ACCA Pakistan
- Aga Khan University
- Agriauto Industries Ltd
- AIBaraka Bank
- ASK development (Pvt.) Ltd
- Dawood Global Foundation
- Engro Corporation
- EPCL
- Fatima Group
- Faysal Bank Limited
- Habib Metropolitan Bank
- HR Metrics
- HRSG Outsourcing
- Khushhali Bank Ltd
- Linde Pakistan Limited
- Novartis Pharma Pakistan – Tech Ops
- Pak Electron Limited
- Pakistan Institute of Corp. Governance
- Pakistan Poverty Alleviation Fund
- Shell
- Shifa International Hospitals Islamabad
- SMEC Oil & Gas Pvt. Ltd
- State Bank of Pakistan
- Teradata Pakistan
- Wartsila Pakistan Pvt. Ltd

### What steps, if any, have been taken in your organization to overcome issues relating to gender equality & diversity in general?



### What actions your organization is considering taking to promote gender equality & diversity in the future?



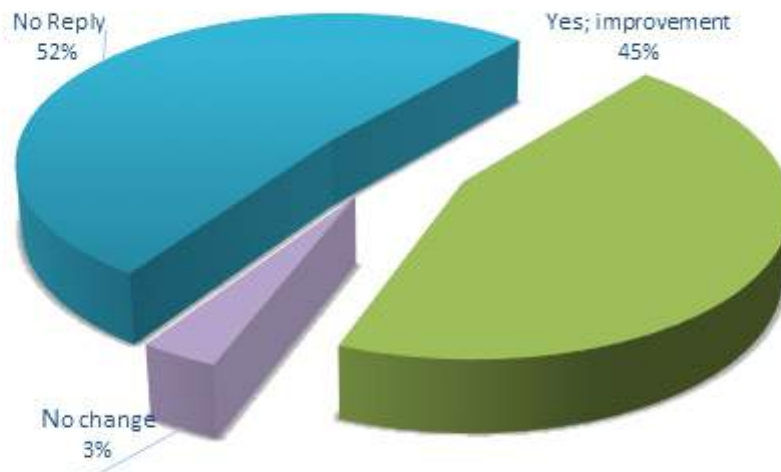


## Gender Diversity Survey Report

**If gender equality & diversity has improved within your organization, have you noticed an impact on team performance?**

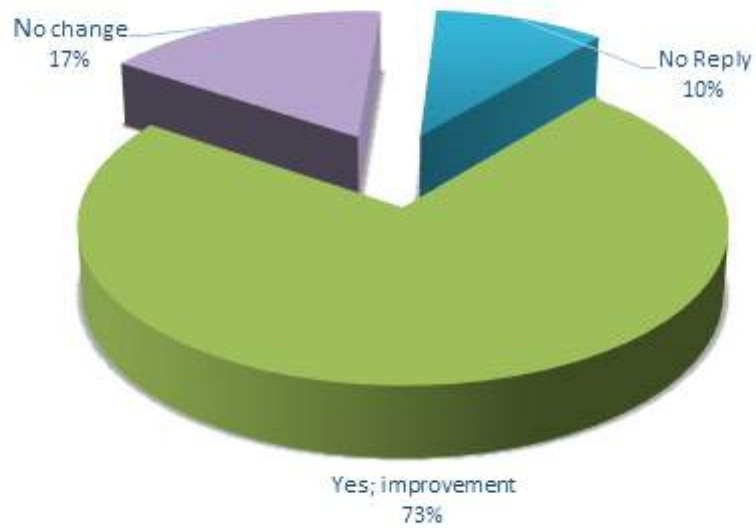


**Impact of gender equality & diversity on business performance?**

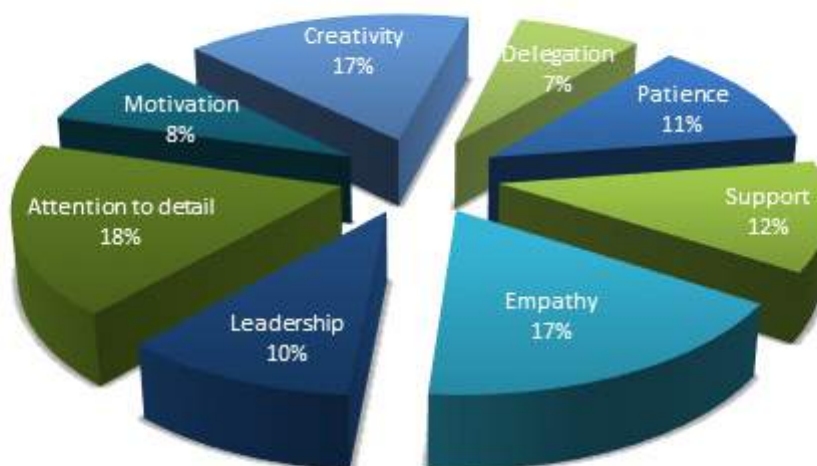


## Gender Diversity Survey Report

### Impact of gender equality & diversity on employee engagement?



### What unique attributes (if any) do you believe women tend to bring more to a role/business than do men?





This program is valid for 24 PDCs for SHRM-CP or SHRM-SCP recertification. For more information about certification or re certification, [www.shrmcertification.org](http://www.shrmcertification.org)



# Using **HR METRICS** to Drive Business Results



## Introduction

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

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

Human Capital Management Metrics

Faster product development

Improve customer service

Increase market share

Boost share price



## Course Objectives

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

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



Facilitator

**Zahid Mubarik**

**SHRM-SCP, SPHRi, GPHR**

Zahid Mubarik is CEO HR Metrics and founder Leader SHRM Forum Pakistan. He holds 3 meritorious HR certifications from SHRM and HRCI USA. Zahid has the honor of being only HR professional from South Asia, who became 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 Member Special Expertise Panel, Human Capital Measurement Metrics SHRM USA. He was pioneer in introducing Human Capital Measurement Metrics in South Asia. He has provided extensive consulting to market leading business entities in transforming to human capital measurement metrics. He also got indigenously developed human capital management analytics software application [www.hcmanalytics.net](http://www.hcmanalytics.net) to facilitate implementation of HR Metrics and Analytics at organization level. He has initiated a research on human capital benchmarking and issues monthly reports on key HR metrics. He is also author of quarterly HR magazine "Workforce Tomorrow".

Zahid has facilitated hundreds of HR professionals to earn SHRM-CP/SCP Certification. 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.

## Key Features

- This course comprises of 24 hours of virtual learning having audio/video facility to connect from any part of world.
- Participants can choose modules as per their functional preference.
- We recommend that candidates having process clarity on respective HR function should opt for relevant module(s).
- To facilitate post course implementation plan, every modular learning will be followed by case study based evaluation of calculating metrics.
- Participants may choose to opt in/out of course evaluation.
- Those who opt in for evaluation and obtain above 70% marks in course assignments, will get “Certificate of Accomplishment” embossed with HCM Analytics Seal.
- Those who opt out of evaluation or get below 70% marks in course assignments, will get “Certificate of Participation”.
- The cost per module for SHRM Members and HR Metrics Alumni is \$300 and for others it will be \$400.
- Class timings will be 10.00 am to 2.00 pm (Dubai GMT+4) on 4 Saturdays.

## Course Content

### HIRING & RETENTION MODULE

8 Jul

- Time to hire
- Cost per hire
- New Hire Retention Quality Ratio
- New Hire Performance Quality Ratio
- Opportunity cost of unfilled jobs
- Turnover Ratio
- Measuring Opportunity Cost of Turnover
- Hiring to HR Cost Ratio
- Calculating ROI of Hiring & Retention Cost

### LEARNING & GROWTH METRICS

15 Jul

- Workforce Competency Ratio
- Training Hours per Employee
- Training Cost per Employee
- Training Cost to HR Cost Ratio
- Internally Trained Ratio
- Measuring ROI of Training Investments
- Career Growth Ratio
- Succession Coverage Ratio
- Succession Readiness Ratio
- Home Grown Leaders Ratio
- Leadership Trust Ratio

### RESULT BASED KPIs

22 Jul

- Understanding Organization KPIs
- Creating a Line of Sight between Employee KPIs with organization KPIs.
- Objective Setting and Evaluation Framework.
- Differentiating Performance Rating from Ranking.
- Calculating Employees Performance Ratio and Organization Financial Performance Ratio

### HR COST & ROI MODULE

29 Jul

- Human Capital Cost to Operating Cost Ratio
- Human Capital Cost per Employee
- Revenue per employee
- Profit (EBIT) per Employee
- HR Employees to Organization Employees Ratio
- Calculating ROI of Human Capital Investments

## What HR Leaders say about HR Metrics

### Oliver Kothrade

HR Director  
Panasonic Consumer  
Marketing Europe



“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



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

### Samia Ali Zahid

Head HR  
Mobilink Microfinance Bank



“The course gives an understanding of global best practices and its customized application is an exceptional tool for translating any HR Metric into financial numbers”

### 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



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

## 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.”



## A glimpse of HR Metrics client organizations



FEW  
**TESTIMONIALS**  
 FROM VIRTUAL COURSE PARTICIPANTS



*The course of HCM Analytics is a source of keeping abreast with the modern practices in Human Capital Management. The matrices covered in the course are helpful in analyzing company performance from various dimensions, resulting in providing opportunities for performance enhancement. The online course mechanism proved to be better than expectation and provided an opportunity to get connected with participants and the facilitator for knowledge sharing. The subject matter expertise of the instructor is the key feature of the course. This course can surely assist in better job performance, broader knowledge base, and professional recognition*

**Asad Mujtaba Naqvi**  
 Group Organization  
 Development Manager  
 Khobar, Saudi Arabia



*After attending this course on HCM Analytics, I have become a firm believer of the notion that “everything is measurable” predictive analytics will help me to be a more proactive strategist. The standard of discussion during the entire course was very high with real life examples. The facilitator was very professional and sessions were interactive throughout the way. Zahid Mubarak is an industry thought leader, he knows & used the art of instilling new skills through his approach to all participants of this course. There were two-way communication approach and industry best benchmarked course material/data used to illustrate the HCM analytics. We got all answers during the class discussion; class was blend of different industry HR gurus and we got recording of lectures as well. HCM sets you apart, gives recognition in HR world, enhance skills of measuring to meaningful results, improves performance and ability towards strategic contribution in an organization*

**Saqlain Sher**  
 SHRM-SCP, PMP, MCIPD, SPHRi  
 HR Business Partner-MENA  
 Doosan Babcock



*Being a passionate HR professional, I always stay updated on latest HR trends and developments. Especially HR Analytics, being one of the most evolving and sought after competency for HR professionals globally. Therefore, an opportunity for attending a course on HR Analytics resonated with my interest and I opted to join it with the objective of in-depth learning and with a vision to implement it in my organization subsequently. This course on HCM Analytics helped me broaden my knowledge and concepts about HR Analytics and the practical assignments further honed my analytical skills. Simultaneously, it gives an exposure of practical application of the learnt metrics. Convenience, way of delivery, extensive HR knowledge of facilitator along with sharing of HR best practices, industry insight and varied templates were some of the key features of this course. This course will definitely help me in bringing innovation through process improvement and automation. I am eager to apply all the concepts and metrics that I have learnt during the course, in my organization and analyze the business impact as well as HR value addition*

**Salman Pasha**  
 Group HR Manager  
 Compensation & Benefits  
 Habib Bank AG Zurich





*As an HR professional you should always be aware of the impact on any kind of human resources aspects and activities which influences directly or indirectly the financial performance of your company. The HCM Analytics Course helps HR Managers to gain a better understanding of how to measure HR activities, for example hiring cost and its direct impact, if vacancies are not fulfilled on a timely manner and the loss cost for the company by not realizing the planned turnover. This seminar gives you a very good introduction of the framework of HR analytics and how to interpret the results*

**Oliver Kothrade**  
HR Director  
Panasonic Consumer  
Marketing Europe



*The HCM Analytics Course is a steep learning graph that facilitates information to provide quantitative approach towards HR. The enlightening program bestows clarity on the ground realities of the evolving profession. The course builds on all levels of HR activities and creates linkages & alignment with the strategic objectives of the organization  
The Course facilitates to transform the HR functions into measurable and quantifiable tasks and its implementation in every day practice will have direct reflection on the overall business results*

**Sadaf Hatif**  
Business Director  
HRSG Outsourcing  
Private Limited



*Year 2016 has been a year of achievements, having acquired the SHRM-CP and OHSAS 18001 Certifications; I have now successfully accomplished the HCM Analytics Training offered by HR Metrics an, approved partner of SHRM USA  
This Course goes in depth of how HR department acts as a Strategic Business Partner for an Organization and how the HR initiatives truly generate value for stakeholders and how it contributes to the revenue of an organization. With the help of specific ratios and analytics, ROI of recruitment, performance management, training and development among other HR initiatives can be measured in quantitative terms and how it reflects on to the financial statement  
I am very grateful to my instructor Mr. Zahid Mubarik and the entire HR Metrics team*

**Munib Faruqi**  
SHRM-CP, OHSAS  
Associate Consultant Sustainability &  
HR Advisory  
PWC



Institute of  
Business Administration  
Karachi

Leadership and Ideas for Tomorrow



Center for Executive Education  
Institute of Business Administration

# DIRECTORS' TRAINING PROGRAM (DTP)

Approved by SECP

**Module 1: May 8 & 9, 2017    Module 2: May 10 & 11, 2017**

## OVERVIEW:

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

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

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



## FEES

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

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

## DISCOUNTS

**15%** discount for participants registering in both modules.

**25%** discount for IBA Alumni

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

• **Timings: 9:00 am to 5:00 pm**

• **Venue: IBA, City Campus**

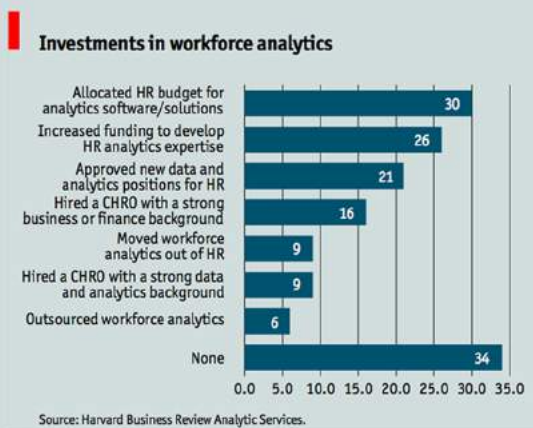
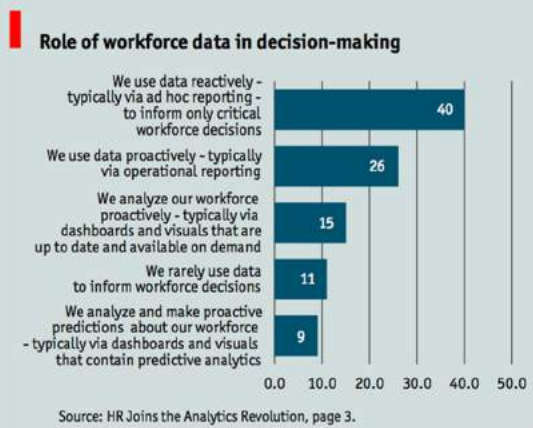
**For further details:**    Center for Executive Education (CEE)    **Tel:** Tel: (92-21) 38104701 (Ext. 1804, 1807, 1809)  
**Fax:** (92-21) 38103008    **Email:** ceeinfo@iba.edu.pk    **Web:** cee.iba.edu.pk

# How to Draw Inference from Critical HR Metrics for Better Business Decisions

(THIS INTERVENTION IS MEANT FOR HR METRICS ALUMNI ONLY)

## WHY IS IT IMPORTANT?

In this modern digital race of competitive advantage, HR Analytics is one of the most sought after competency for HR professionals. With big data in play, gone are the days of gut feeling and intuition for workforce decision. It is time for predictive analytics to stay ahead of competition by leveraging business results.



## HOW WILL WE EXECUTE?

- HR Metrics will create HCM Analytics Club by engaging all esteemed individuals, who have participated in any session on HR Analytics with us in the past.
- HR Metrics will share periodic free updates with Analytics Club members regarding upcoming trends in HR measurement.
- HR Metrics will also organize a program “How to draw inference from critical HR Metrics for better business decisions”. Fee will apply.

This program is valid for 8 PDCs for the SHRM-CP or SHRM-SCP recertification.  
For more information on certification or recertification please visit [www.shrmcertification.org](http://www.shrmcertification.org)



### Day 1 (1 May 2017)

- Cost per Hire
- Unfilled Vacancy Cost
- New Hire Performance Quality Index
- New Hire Retention Quality Index

### Day 2 (2 May 2017)

- Turnover Index
- Turnover Cost
- Internal Trained Index
- Workforce Competency Index

### Day 3 (3 May 2017)

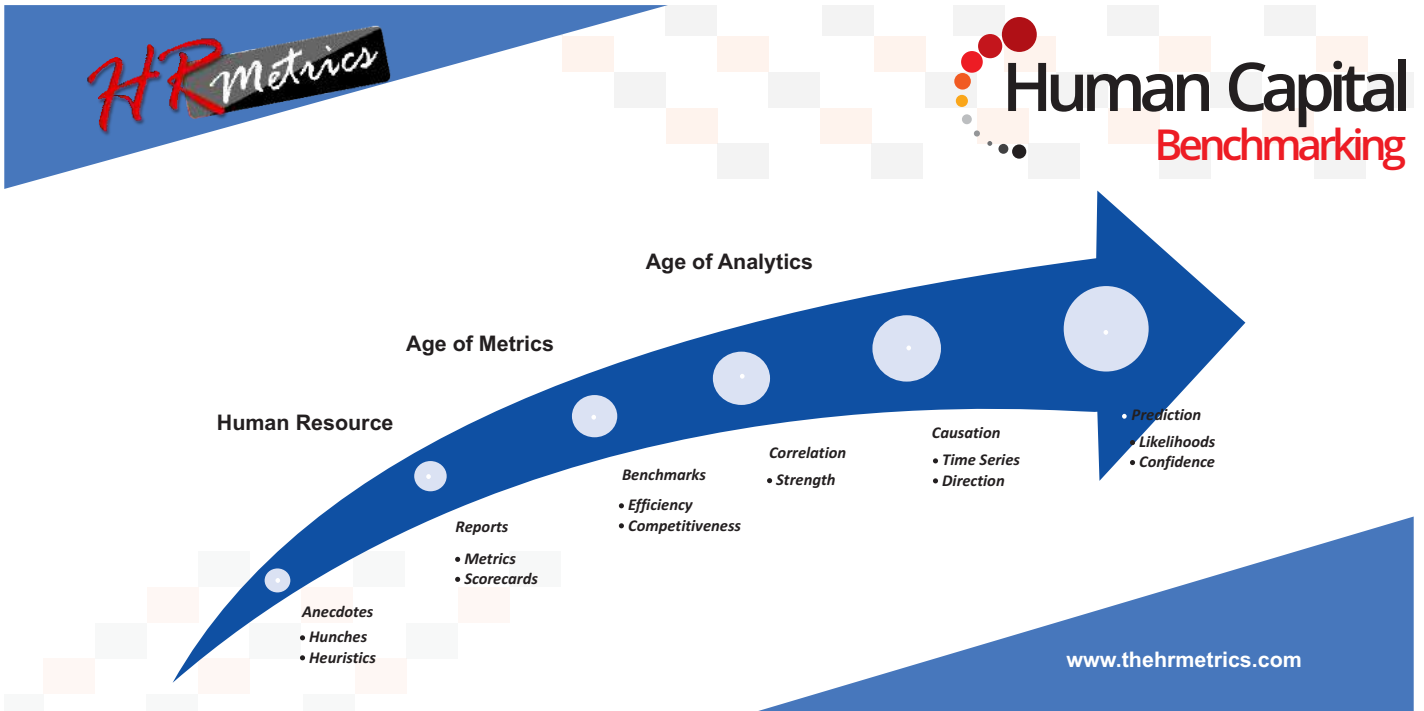
- Career Growth Index
- Succession Readiness Index
- Home Grown Leadership Index
- Leadership Quality Index

### Day 4 (4 May 2017)

- Gender Diversity Index
- HR to Employees Index
- HR to Operating Cost Index
- HR Cost per Employee Index
- Profit before tax per Employee Index
- Human Capital ROI

# Human Capital Benchmarking

## Annual Survey



### Why Human Capital Benchmarking



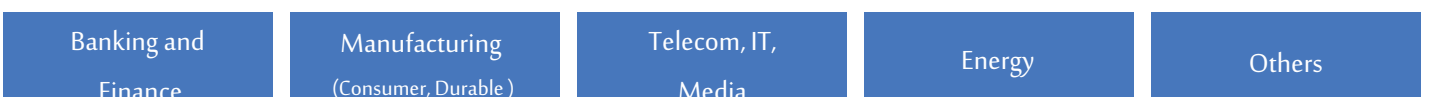
Business leaders judge HR strategic role NOT on the basis of emotions or activities but by the **IMPACT** of their actions on the business, which is always measured in financial services. In today's business industry, up to 57% of operating cost goes to human capital management. In an increasingly dynamic environment led by cost-cutting and tight budget justification, the role of HR is increasingly becoming critical to the organizational success.

Traditionally in HR, the measurement and benchmarking was limited to compensation which is input measurement. In view of emerging accountability driven competitive business environments, the business leaders are keen to know the effectiveness and outcome of HR practices on the organization bottom line.

Shareholders and CEOs are interested to know that how the investment in Human Capital impacts the bottom line of the organization. They are keen to have rigorous, logical, and principles-based framework for seeing the connections between human capital investments and organizational success. Key responsibility of HR is to demonstrate those connections with data and ratios.

Strategic HR metrics like Employer of Choice Index, Time to Hire Index, Home Grown Leadership Depth Index, Succession Readiness Index, Mission Critical Employees Retention Index, Employees Competency and Career Growth Index, Workforce Productivity and Human Capital ROI Index; HCM Analytics drive business growth and create momentum for organizational change. Competing on HCM analytics helps to achieve and surpass industry standards and ultimately organizational financial performance. This creates support and momentum for the organizational change.

### Industry Segments





Subscription Fee

Package	Amount
Annual Human Capital Benchmarking Report	PKR 120,000/-
2 days training on data collection, HR measurement and benchmarking	PKR 40,000
Bundle Package (Item 1 and 2 above)	PKR 150,000/-

Human Capital Benchmarking Participating Organizations

(formerly called CHRO Network 2016)



Human Capital Benchmark Measurements

Hiring	Please Choose Your Preference
Cost per hire	
Job Offer acceptance index	
Internal hired index	
Net hire index	
Unfilled Job Index	
Employer brand Index	
New hire performance quality index	
New hire retention quality index	
Recruitment to hire cost index	

Training and Development	Please Choose Your Preference
% Employee trained index	
Internally trained index	
Training hours per employee	
Training cost per employee	
Workforce competency index	

Employee Relation and Engagement	Please Choose Your Preference
Workforce diversity index	
Employees per manager index	
Workforce average service index	
Employee service profiling	
Workforce average age index	
Employee age profiling	
Grievance resolution index	
Grievance handling time	
Separations clearance time index	
Workforce incident index	

Talent Retention	Please Choose Your Preference
Voluntary turnover index	
Involuntary turnover Index	
Total turnover index	
Turnover by department	
Turnover by grades	
Turnover by performance	
Turnover by service	
Turnover reasons	

Career and Leadership Development	Please Choose Your Preference
Promotion index	
Rotation index	
Career growth index	
Career path index	
Churnover Index	
Succession coverage Index	
Succession readiness Index- level 1	
Succession Readiness index- Level 2	
Succession readiness index- Level 3	

HR Cost and ROI	Please Choose Your Preference
HR to employee 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	
HR Cost per employee index (PKR)	
Operating cost per employee	
Revenue per employee	
Profit before tax per employee	
HR budget variance index	
Human Capital ROI	



## Strategic HR Metrics for Annual Disclosure to Investors

### Introduction

The knowledge, skills and abilities of an organization's human capital have a strong impact on sustainable organization performance and competitive advantage. Research shows that organizations who have effective human capital disclosure framework, have better opportunity to create long-term sustainable value for the shareholder and other stakeholders. Worldwide, there is a swell of interest by the boards and investors in human capital investment and its impact on the organization bottom line. Shareholders are keen to know strategic HR metrics which can help in determining connections between HR investment and organization success. Strategic HR metrics diagnose the long-term viability of a business from people management perspective, thus mitigating the risk for the shareholder. "Sustainability Accounting Standards Board USA" and the "International Integrated Reporting Council UK" also push reporting on human capital for better risk management strategy.

### Course Objectives

- Discuss emerging best practices on human capital strategic data capture, measurement analysis and reporting for internal and external stakeholders.
- Identify vital HR metrics that are in consonance with the organization's leadership direction, proportionate, practicable, industry relevant, material to an organization's business and operating model, regulatory, political and social context.
- Enhance credibility and transparency of disclosure in terms of HR opportunities and risks for stakeholders.

### Course Benefits

- Stakeholders can derive better understanding of human capital investments' impact on present and future performance of company.
- Diagnose HR financial and non-financial measures, understand the messages in data, with a view to become competitive, cost effective and yet responsive to business needs.

We also facilitate in house session



# Result Based KPIs

## Cascading Organization's KPIs to Employees' KPI in Measurable Terms

(Recommended for All Department Heads)



### Introduction

Organization KPIs are always in measurable terms. When it comes to employees KPIs, except for sales and operations, usually all other department KPIs have following issues:

- Blurred line of sight between business-critical success factors and job critical success factors.
- Excessive focus on measuring the job “attributes” and “activities” rather than “outcomes”.
- Appraisal is based on subjective phrases, rather than evidence based performance.
- No objective criterion to validate individual performance against business performance.

### Consequences for the Organization

- Overly inflated bell curve at employee level do not correspond with business performance.
- Line managers lose faith in objectivity of performance management system and blame HR.
- Top management is not able to distinguish between star performers and deadwood.
- Non-merit performance system promotes inequity in reward, frustrate high performing employees, resulting in grievances, loss of morale and attrition.

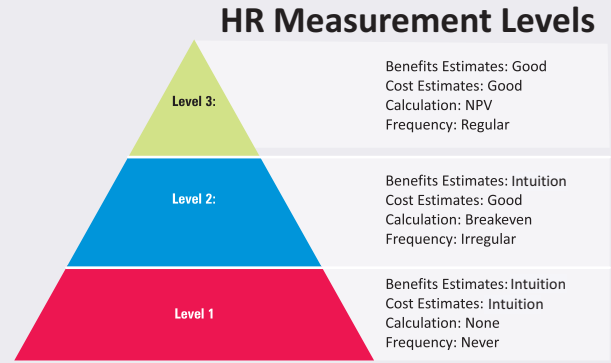
### Course Contents

- Analyzing organization's vision, mission, values, goals and objectives.
- Identifying organization performance critical success factors “CSFs” to be embedded into employees' performance CSFs.
- Differentiating between KRA, KPI and objective.
- Aligning employee KPIs with organizational KPIs with a focus on measuring volume of work, cost, turnaround time, quality and impact in verifiable terms.
- Performance rating and ranking
- Calculating workforce performance index and organization financial performance Index

We also facilitate in house  
session

# Developing HR Business Case by using Financial Payback Frameworks

(Recommended for Board HR&R Committee Members, CHROs and CFOs)



## Introduction

Management uses financial tools like Net Present Value, Internal Rate of Return and Return on Investment to determine payback of investment in plant, inventory, building and raw material. When it comes to investment in workforce, generally no such tool is used and the investment decisions are based on subjective guts and intuitive feelings.

Intangible does not mean immeasurable. Global research on 800 companies reveals that companies using financial payback tools like NPV, IRR and ROI for human capital investment have workforce productivity rate double than industry average.

## Course Objective

To facilitate HR decision makers in using contemporary frameworks of quantifying the potential cost as well as FINANCIAL BENEFITS of proposed HR investments and present their estimates in the language that all can understand-Money.

## Course Benefits

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

## Course Contents

- Context for HR business case.
- Project Description and Implementation Timeline.
- HR Solution, Alternatives and their SWOT Analysis for best fit to organization strategy.
- Financial Analysis and future cash flow statement (inflow and outflow) by using NPV and IRR.
- Statement of goals, opportunities, inherent risks and action plans.
- Expected Results / Recommendations
- Writing Executive Summary for approval.

We also facilitate in house session



# WHY COMPETENCY BASED HR IS IMPORTANT

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. This is the reality of today's HR professional.

The Society for Human Resource Management (world's largest HR association) and leading provider of resources to serve the needs of HR professionals and advance the practices of HR management. For more than 60 years, SHRM has supported more than 100,000 employers representing 140 million employees worldwide. SHRM works to advance the HR profession ensuring that as business evolves, HR evolves to meet business needs. Increasingly, business understands that effective people management is a strategic imperative. SHRM provides the resources that are essential to staying in the forefront of the HR profession, as well as increasing the HR competencies of its members. 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. 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 HR Competency standard comprises of two domains BUSINESS (Leadership & Navigation, Business Acumen, Ethical Practice, Relationship Management, Consultation, Critical Evaluation, Global & Cultural Effectiveness and Communication) and TECHNICAL HR (HR Strategic Planning, Talent Acquisition, Employee Engagement & Retention, Learning & Development, Total Rewards, HR Structure, OD, Workforce Management, Employee Relations, Technology Management, Global HR, Diversity & Inclusion, Risk Management and Corporate Social Responsibility). Both domains have explicit contents and responsibility standard for every HR function. Since it has been developed with collaboration of 32 nations, so its applicability is also high.

SHRM has also developed 2 certifications Certified Professional and Senior Certified Professional for operational strategic HR professionals respectively. This certification includes training and testing their ability to apply these competencies to solve business challenges through situation judgment scenarios. With these certifications, the HR profession has emerged as "Center of Expertise to leverage Workforce Productivity" and therefore worldwide organizations are getting their HR professionals certified. Since its inception in past 2 years, more than 100,000 professionals have got certified globally.

The SHRM has developed global HR Competency Standard. It is based on 3 years' rigorous global research in collaboration with 32,000 professionals and employers, 640 CHROs, 111 focus groups in 33 countries.



# SHRM Body of Competency and Knowledge™

**For more than sixty-five years, the Society for Human Resource Management (SHRM) has served the human resources (HR) profession.**

HR professionals worldwide look to SHRM for comprehensive information and tools to help them perform effectively at their jobs, to develop their careers, and to partner strategically with employers. SHRM also works to advance the HR profession as a whole, ensuring that as business changes, HR evolves to meet business needs. Increasingly, business leaders understand that effective people management is a strategic imperative. As a result, employers expect HR professionals to 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.

In 2011, SHRM began a program of research involving thousands of HR professionals to identify the critical competencies needed for success as an HR professional. This research led to the development of the SHRM Competency Model, which defines 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*). 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.

The SHRM Body of Competency and Knowledge™ (SHRM BoCK™), which is based on the SHRM Competency Model and illustrated in Figure 1, outlines the content of SHRM's certification examinations, the SHRM Certified Professional (SHRM-CP®) exam for early-career and mid-level practitioners, and the SHRM Senior Certified Professional (SHRM-SCP®) exam for senior-level and executive practitioners. SHRM credentials provide reliable indicators to the global business community that the credential holder has the necessary capabilities in both aspects of HR practice—competencies and knowledge—that are required for effective job performance.

In addition to describing the behavioral competencies and technical knowledge tested on the SHRM-CP and SHRM-SCP certification exams, the SHRM BoCK is also the common framework for individuals developing exam questions (item writers), as well as individuals and organizations developing exam preparation materials. SHRM's own operations for exam development are separate and independent from its operations for study material development. SHRM observes a strict firewall between these activities to protect the integrity and credibility of the certification exams.





## What Are Competencies?

A competency is a group of highly interrelated knowledge, skills, abilities and other characteristics (KSAOs) that give rise to the behaviors needed to perform a given job effectively. For example, *Critical Evaluation*, one of the behavioral competencies in the SHRM Competency Model, describes a group of KSAOs that include knowledge of research design, critical thinking skills and deductive reasoning abilities. These highly interrelated KSAOs enable HR professionals to collect, compile, analyze and interpret job-relevant data and information for the purpose of supporting the HR function in their organizations.

A set of competencies that collectively defines the requirements for effective performance in a specific job, profession or organization may be called a competency model.

Competencies can be either technical or behavioral. Technical competencies reflect the knowledge specific to a given profession that is required for a professional in that field to perform a particular role. The *HR Expertise* competency in the SHRM Competency Model describes the technical knowledge specific to the HR field (such as that associated with talent management, recruiting, or compensation and benefits).

Behavioral competencies, on the other hand, describe the KSAOs that facilitate the application of technical knowledge to job-related behaviors. They are more general in their applicability than the profession-specific technical competency of *HR Expertise*. For example, the behavioral competency *Communication* describes the KSAOs needed to effectively communicate across a range of mediums (e.g., e-mail and oral presentations) and with a variety of audiences (e.g., internal and external stakeholders).

In sum, technical competencies reflect **what** knowledge HR professionals apply to their jobs, and behavioral competencies reflect **how** they apply this knowledge.

## Knowledge + Behavior = Success

SHRM's incorporation of behavioral and technical competencies into its competency model and certification exams implicitly recognizes that a strategic mindset leading to HR success is a function of the successful application of both knowledge **and** behavior. In other words, success stems not only from what you **know** (knowledge) but also what you **do** (behavior). Neither is sufficient, however, in isolation.

SHRM's dual approach to understanding HR success is supported by empirical research. A study conducted by SHRM in partnership with several leading multinational

employers and universities, described below, found that both HR knowledge and behavior are related to HR professionals' job performance. Moreover, it found that both knowledge and behavior are uniquely related to job performance—that is, knowledge and behavior are related to job performance in non-redundant ways. These findings support the key contributions of knowledge and behavior to HR success, the relevance and applicability of the SHRM Competency Model to the HR profession, and the relevance of certification exams that test both behavioral and technical competencies.



# Development of the SHRM BoCK

SHRM has been engaged in a systematic and rigorous program of research to develop the SHRM BoCK, as outlined in Figure 2. SHRM began this program with the development of the SHRM Competency Model in 2011, and it has continued through 2016 with further development and refinement of the BoCK. Comprehensive job analysis methods and the active engagement of the global HR community have been used consistently to identify, create and refine competencies that describe the attributes necessary for success as an HR professional.

Development of the SHRM Competency Model was initiated in 2011, when SHRM conducted 111 focus groups with nearly 1,200 HR practitioners, including professionals from 33 countries. Participants in these focus groups represented a diversity of characteristics, both personal (e.g., career level, tenure) and organizational (e.g., sector, industry, size). SHRM also conducted a survey of more than 600 Chief Human Resources Officers (CHROs) to identify the competencies that HR leaders believe are required for success in the HR profession. Following this extensive data collection, SHRM created a working competency model of eight behavioral competencies and one technical (knowledge-based) competency, which together describe the personal and professional attributes that HR professionals need for success and career advancement.

From 2012 to 2014, SHRM conducted a series of studies with HR professionals to confirm the content of the model and its relevance to HR professional success.

In 2012, SHRM conducted a survey of more than 32,000 HR professionals worldwide to confirm the importance and generalizability of the SHRM

Competency Model. The results of this study provided support for the relevance of the model in describing the personal and professional attributes needed for HR success, as well as its wide applicability. SHRM next conducted (also in 2012) a multi-organizational criterion validation study, involving a highly diverse sample of more than 800 HR professionals and their supervisors, to measure the link between the competency model and job performance. The results of this study established that proficiency in the SHRM-defined competencies is closely linked to successful job performance.

In 2014, SHRM conducted a knowledge specification exercise to further develop the *HR Expertise* technical competency in particular. First, SHRM performed an extensive review of the existing literature on HR knowledge, including textbooks, curricula, syllabi and other educator resources, to determine the universe of potential areas of knowledge that HR professionals need to perform their jobs. SHRM also consulted its own academic and employer surveys regarding the functional knowledge that HR professionals need to achieve success in the HR field. SHRM drew on this research to create a preliminary knowledge framework for the SHRM-CP and SHRM-SCP exams.

Second, SHRM established in 2014 a BoCK Advisory Panel of 19 HR and business leaders from various industries, including retail, research, consulting, health care and manufacturing. This panel reviewed the proposed content and framework of the *HR Expertise* competency to ensure its accuracy and comprehensiveness. The panel also defined, for each functional area, associated **key concepts** and **proficiency indicators**. Upon completion of these studies, SHRM adopted the framework as the basis for the *HR Expertise* technical competency.



# Let's PROGRESS Together

At PTCL, Growth is an innate trait where multiple ventures are undertaken to capitalize on GROWING alongside the changing times with a special eye on 'Talent'. Focusing on innovation and aligning with the winning mindset of our Business Leaders, PTCL further strengthens its growth philosophy by **BROADENING HORIZONS** through:

- Progressive path for Talent Development, Global Learning & International Mobility
- Leadership Programs Fueling potential of Young Managers
- Youth Development Programs for society.



Come and join us for a PROGRESSIVE career ride!

 /ptcl.official

 /ptclofficial

 /theptclcompany

  
hello to the  
future

[www.ptcl.com.pk](http://www.ptcl.com.pk)

## Top 5 REASONS THAT YOU CAN GIVE TO YOUR EMPLOYER TO INVEST IN YOUR HR 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.

### 3 THESE CERTIFICATIONS WERE DEVELOPED WITH EMPLOYERS IN MIND

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

### 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.

### 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 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 280,000 members in 170 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 continuous 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.

#### Benefits to Your Employer

Certification benefits your entire organization:

- It demonstrates that your HR professionals have mastered the application of HR technical and behavioral competencies.
- Certification prepares your HR staff to assume greater leadership roles and contribute to the strategic direction of your organization.
- Exam preparation helps HR professionals bring new ideas to your organization that will help drive success.
- It helps create a common HR language that optimizes consistency and effectiveness.
- Certification is relevant worldwide, as exams cover the global SHRM BoCK™



# 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

19<sup>th</sup> Nov to 24<sup>th</sup> Dec, 2017

Course Fee Rs. 150,000 (SHRM Members), Rs. 170,000 (Non Members)

## 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](http://www.shrm.org)



## Dr. Ishrat Husain

### SHRM-SCP Certification Scholarship for Excellence in HR Profession

#### SHRM Certification: A Source Code For HR Success

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 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 \$ 885 award to support their pursuit of professional SHRM-SCP certification.

[Learn more about SHRM Certification.](#)

#### Application Deadlines:

- Application Deadlines: 1 Apr 2017 – 31 Dec 2017
- Scholarship will be announced by 1 Mar 2018.

Funds may be used for preparation-such as [SHRM Certification Preparation tools](#)

#### Who is Eligible?

To be considered for this scholarship:

- You must be HR professional at a senior executive level who operates primarily 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.
- You must be preparing to sit for the SHRM-SCP certification exam.

#### 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.

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





### **About Dr. Ishrat Husain H.I, N.I**

Dr Ishrat Husain has a significant contribution towards human resource development in Pakistan. He was appointed as the Chairman, National Commission for Government Reforms in May, 2006 with the status of Federal Minister and held that position for two years reporting directly to the President and Prime Minister of Pakistan. The Commission produced a two volume report on governance reforms in Pakistan. In March 2008, he took over the charge of the office of the Dean and Director, IBA, Karachi – the oldest graduate business school in Asia. During 2005-06 he was appointed by the Board of IMF as a member of a three person panel to evaluate the IEO and was also a member of the Mahathir Commission 2020 vision for the Islamic Development Bank (IDB). He also advised the IDB for creating its poverty reduction fund. He is currently a member of Middle East Advisory Group of the IMF and the Regional Advisory Group of the UNDP. He is the Chairman World Economic Forum Global Advisory Council for Pakistan.

During 2009-10 he was appointed by the Government of Pakistan to chair the Pay and Pension Commission and in that capacity he submitted a report on the Compensation and benefit reforms for public servants. He has been serving as an independent director on the board of Benazir Income Support Program (BISP), since 2011, which is the largest social safety net and conditional cash transfer program targeted at the poor households of Pakistan.

Ishrat Husain joined the elite Civil Service of Pakistan in 1964 and served in the field in Sindh and then East Pakistan (now Bangladesh) and also held mid-level policy making positions in the Finance, Planning and Development Departments before moving to Washington in 1979 to join the World Bank. He became the Bank's Resident Representative to Nigeria in 1983. On his return to headquarters, he headed the Bank's Debt and International Finance Division. He was promoted as Chief Economist for Africa from the years 1991-94 and later as Chief Economist for East Asia and Pacific Region. He became the Bank's Director Poverty and Social Department and in 1997 he was named the Country Director for Central Asian Republics.

Ishrat Husain was appointed as the Governor of Pakistan's Central Bank in December 1999. During the next six years, he implemented a major program for the restructuring of the Central Bank and steered the reforms of the banking sector. As a member of the economic management team of the Government, he played a key role in the impressive economic turnaround of Pakistan. In recognition of his meritorious services he was conferred the prestigious award of "Hilal-e-Imtiaz" by the President of Pakistan in 2003. The Banker Magazine of London declared him as the Central Bank Governor of the year for Asia in 2005. He received the Asian Banker Lifetime achievement award in 2006.

Dr. Husain has maintained an active scholarly interest in development issues. He has authored 12 books and monographs and contributed more than two dozen articles in referee journals and 15 chapters in books. His book "Pakistan: The Economy of the Elitist State" published by Oxford University Press in 1999 has been widely read in Pakistan and other countries as well. He is regularly invited as a speaker to international conferences and seminars and has attended more than 100 such events all over the world since his retirement as the Governor. He is the Distinguished National Professor of Economics and Public Policy and serves on the Boards of several research institutes, philanthropic and cultural organizations. Ishrat Husain obtained Master's degree in Development Economics from Williams College and Doctorate in Economics from Boston University in 1978. He is a graduate of Executive Development program jointly sponsored by Harvard, Stanford and INSEAD.

### **About SHRM Forum Pakistan**

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 Emirates. SHRM Forums exist in 11 countries including Pakistan. Visit [www.shrm.org](http://www.shrm.org)

### **About HR Metrics**

HR Metrics is the pioneer in South Asia for introducing evidence based analytical frameworks for workforce management to leverage employees' performance and organizational productivity in verifiable measurable terms. It provides consulting, training; benchmarking and technology support to meet organizational change imperatives. HR Metrics enjoys a unique distinction of being partner with SHRM USA for global HR certifications preparatory courses in Pakistan. Visit [www.thehrmetrics.com](http://www.thehrmetrics.com)

## SHRM-SCP Certification Scholarship Winner 2016

### Rahim Kabani Head of HR, ITREB for Pakistan

I have been working as HR Professional since 1994 and started my career in HR, here in Pakistan as T&D Specialist. I have recently moved back from Canada after working for 15+ years in the field of HR in Canada. I did realize the importance of HR credentials long before. During my time in Canada, I completed the required courses to appear for the HR credential examination but due to my master's degree workload, I was unable to make an attempt. My aspirations to move back to Pakistan was to make sure that I get involved with SHRM Forum in Pakistan and give back the community the experience and knowledge that I gained working abroad. For that, I became SHRM member shortly after I moved and became part of ISO HR Standards working group. I believe that the SHRM certification will be useful in bringing credibility to my work in the field of HR and would also give confidence to other stakeholders that I'll be interacting with in the future. My credentials of SHRM would also be a source for inspiration for many that I interact with in my capacity as mentor and trainer.



#### My Accomplishments

Though there are many proud moments in my long career in HR, I am particularly proud of my achievements as life-long learner currently pursuing my 3rd master degree specializing in Workplace Learning & Social Change. During my first job as T&D specialist here in Pakistan, I quickly moved up in the organization to become Country Manager in year 2000. Shortly thereafter, I moved to Canada and was fortunate to work with world's largest staffing agency, Adecco. There I initiated many new programs including achieving zero-lost-time injuries and became the health & safety champion for the organization. I was also fortunate to become part of NGO since 2013 and have designed many new initiatives for those organizations that I am very proud of. These includes but not limited to designing 360-degree performance appraisal process, total compensation statement, engagement surveys, change management process and much more. Currently, as my first job here in Pakistan, I am working on many change management initiatives and conducting training need analysis for all academic staff across Pakistan.



## 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 \$ 885 award to support their pursuit of professional SHRM-SCP certification.

[Learn more about SHRM Certification.](#)

### Application Deadlines:

- Application Deadlines: 1 Apr 2017 – 31 July 2017
- Scholarship will be announced by 1 Oct 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 5 years of experience can 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. Final semester HR students enrolled in Master degree having concentration in HR are also eligible to apply.
- You must be preparing to sit for the SHRM-CP certification exam.

### 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 and 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



## About Prof. Atta-Ur-Rahman FRS.,N.I., H.I., S.I., T.I., UNESCO Science Laureate, President, Network of Academies of Science of Islamic Countries (NASIC), Former Federal Minister of Science & Technology/ ex-Chairman HEC

Prof. Atta-ur-Rahman obtained his Ph.D. in organic chemistry from Cambridge University (1968). He has 1021 publications in several fields of organic chemistry including 728 research publications, 37 international patents, 68 chapters in books and, 188 books published by major U.S. and European presses. He is the Editor-in-Chief of eight European Chemistry journals and also the Editor of the world's leading encyclopedic series of volumes on natural products "Studies in Natural Product Chemistry" 48 volumes of which have been published under his Editorship during the last two decades. Eighty two students have completed their Ph.D. degrees under his supervision.

Prof. Rahman is the first scientist in the entire Muslim world to have won the prestigious UNESCO Science Prize (1999) in the 35 year old history of the Prize. He was elected as Fellow of Royal Society (London) in July 2006. He has been conferred honorary doctorate degrees by many universities including the degree of Doctor of Science (Sc.D.) by the Cambridge University (UK) (1987), Honorary degree of Doctor of Education by Coventry University UK (2007), Honorary D.Sc. degree by Bradford University (2010), Honorary Ph.D. by Asian Institute of Technology (2010) and Honorary Doctorate from King of Malaysia (University of Technology, Mara, 2011). He was elected Honorary Life Fellow of Kings College, Cambridge University, UK in 2007. Prof. Atta-ur-Rahman was conferred the TWAS (Italy) Prize for Institution Building in October 2009 in recognition of his contributions for bringing about revolutionary changes in the higher education sector in Pakistan. The Austrian government has honored him with its highest civil award ("Grosse Goldene Ehrenzeisichenam Bande") (2007) in recognition of his significant contributions. He is the President of Network of Academies of Sciences of Islamic Countries (NASIC), Foreign Fellow of Korean Academy of Sciences, and Foreign Fellow of the Chinese Chemical Society. Prof. Atta-ur-Rahman has won the International Scientific Corporation Award by Chinese Academy of Science (CAS) for building scientific collaborations between China and Pakistan (2014), has been awarded prestigious "Einstein Professorship" by Chinese Academy of Sciences (CAS), 2013 and has been awarded highest award "Friendship Award of China" on September 28, 2014. He has recently been appointed as Consultant, Education Forum Asia (2015-2020) and Foreign Member of Chinese Academy of Sciences (2015).

Prof. Atta-ur-Rahman has been elected as the president of the Pakistan Academy of Sciences twice from 2003-2006 and 2011 – 2014. He was the Federal Minister for Science and Technology (14th March, 2000 – 20th November, 2002), Federal Minister of Education (2002) and Chairman of the Higher Education Commission with the status of a Federal Minister from 2002-2008. Prof. Atta-ur-Rahman was the Coordinator General of COMSTECH, an OIC Ministerial Committee comprising 57 Ministers of Science & Technology from 57 OIC member countries from 1996 to 2012. He is the Distinguished National Professor as well as Professor Emeritus at Karachi University. In recognition of his outstanding global services to the development of Science and Technology the largest university in Malaysia, University of Technology Mara, Malaysia UiTM, has established an institution entitled, as "Atta-ur-Rahman Institute of Natural Product Discovery (RiND)" in 2013., The National University of Science and Technology (NUST) has also established an Institute "Atta-ur-Rahman School of Applied Biosciences (ASAB)" at their university in Islamabad in 2011.

Prof. Dr. Atta-ur-Rahman is the most decorated scientist of Pakistan having won four civil awards by the government of Pakistan, including Tamgha-i-Imtiaz (1983), Sitara-i-Imtiaz (1991), Hilal-i-Imtiaz (1998), and the highest national civil award Nishan-i-Imtiaz (2002).

### About SHRM Forum Pakistan

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 Emirates. SHRM Forums exist in 11 countries including Pakistan. Visit [www.shrm.org](http://www.shrm.org)

### About HR Metrics

HR Metrics is the pioneer in South Asia for introducing evidence based analytical frameworks for workforce management to leverage employees' performance and organizational productivity in verifiable and measurable terms. It provides consulting, training, benchmarking and technology support to meet organizational change imperatives. HR Metrics enjoys a unique distinction of being partner with SHRM USA for global HR certifications preparatory courses in Pakistan. Visit [www.thehrmetrics.com](http://www.thehrmetrics.com)



## SHRM-CP Certification Scholarship Winner 2016

### Muhammad Ehtisham Khan Recruitment & Talent Acquisition Officer Ovex Technologies Islamabad

SHRM is a global society of human resource management that works as a gateway to success in the field of human resource management. In order to succeed in the field of HR, this certification was a must have for me. I have opted for SHRM as it will help me in learning more about the HR world and how to apply the best HR practices. This will also improve my decision-making skills. I am very enthusiastic and motivated for this certification because the course outline and the content of SHRM is cutting edge, their content is more advanced and all these attributes generated greater interest for me in the certification. This certification will be the biggest accomplishment of my HR career and it will result in massive success. Through SHRM Certification I will be an acknowledged and certified HR professional that will boost my career progression.



#### My Accomplishments

My major accomplishment is that throughout my education I have been a top performer. I am a Gold medalist in Masters in Human Resource Management with the highest GPA in my entire batch at SZABIST University Islamabad campus. I secured 3.68 CGPA and scored 11 A grades out of 12 subjects. I am the only student having highest marks in all HR subjects which is why I am the only Gold Medalist.

I was awarded Silver Medal in Tug of War during my time at Air University. I am Silver Medalist at Cultural Night Air University Student's Week 2014 and was also finalist in the All Pakistan Brand Wars, LUMS which makes me an outstanding student with a lot of accomplishments. I have also successfully managed events of WWF Pakistan along with being their Brand Ambassador, where I organized WWF Natural Carnival 2014, Earth Hour 2014 and was also the pioneer of WWF Eco Internship Program for Air University as a Green University.

In my organization, Ovex Technologies (Pvt.) LTD, I was promoted to the position of Recruitment & Talent Acquisition Officer during a short span of time and got increment based on excellent performance.



# HR Metrics Alumni

## INSTRUCTORS



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



**Sohail Rizvi**  
SHRM-SCP  
Group Head HR Services  
Allied Bank Limited



**Sabir Mumtaz**  
SHRM-SCP  
SVP HR  
Askari Bank Limited

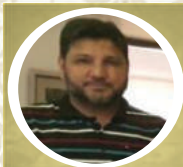
## SHRM- Senior Certified Professional



**Kaifee Siddiqui**  
SHRM-SCP  
Group Head of HR  
Packages Limited



**Vasif Farooq**  
SHRM-SCP  
HR Consultant  
The Taq Organization



**Rana M Idrees**  
SHRM-SCP  
Deputy GM  
PSO



**Imran Nabi**  
SHRM-SCP  
Manager Training & Development  
Shifa International Hospitals Ltd  
Islamabad



**M. Faisal Qureshi**  
SHRM-SCP  
Unit Head, (Transfers & Postings,  
Human Resource Operations)  
Allied Bank



**Bakar Ahmad**  
SHRM-SCP  
SVP Country Head HR  
Askari Bank



**Faraz Aziz**  
SHRM-SCP  
Head HR  
Pak Suzuki Motor Company Ltd



**Rabia Afsheen**  
SHRM-SCP  
Corporate Manager HR  
Pharmagen



**Asif Mushtaq**  
SHRM-SCP  
General Manager HR & Admin  
AFAQ



**Ali Asif**  
SHRM-SCP  
Head South Region  
MAN Diesel & Turbo Pakistan



**Kashif Halim**  
SHRM-SCP  
HR Business Partner  
Telenor Pakistan



**Sadaf Hatif**  
SHRM-SCP  
Business Director  
HRSG Outsourcing



**Shahma Zahid**  
SHRM-SCP  
Head of HR & Administration  
ICAP



**Aurangzeb Khan**  
SHRM-SCP  
Chief Executive  
Ecentric



**Faiza Qureshi**  
SHRM-SCP  
HR Head  
All Port Cargo Services



**Sana Javed**  
SHRM-SCP  
Senior Manager HR  
Modemetric



**Azam Khawaja**  
SHRM-SCP  
Pak Arab Refinery



**Samia Qamar**  
SHRM-SCP  
HR Manager  
S&P Global Market Intelligence



**Nabeel Khalid**  
SHRM-SCP  
People & Operations Manager  
VSO



**Saqlain Sher**  
SHRM-SCP  
HR Business Partner-MENA Region  
Doosan Babcock



**Subayyal Ahmed**  
SHRM-SCP  
Dollar Industries (Pvt) Ltd



**Farhat Bokhari**  
SHRM-SCP  
Consultant  
Abacus Consulting



**M. Usman Sarwar**  
SHRM-SCP  
Manager Grade 10  
ABL



**Summaira Faisal**  
SHRM-SCP  
Manager HR  
Pakistan Poverty alleviation Fund



**Munib Faruqi**  
SHRM-SCP  
Associate consultant HR  
A. F. Ferguson (PWC)



**Farooq Randhawa**  
SHRM-SCP  
Punjab Healthcare Commission



**Khalid Siraj**  
SHRM-SCP  
HR Business Partner  
Bayer Pakistan (Pvt.) Ltd



**Atif Tufail**  
SHRM-SCP  
Management Consultant  
Freelance



## SHRM- Certified Professional



**Salman Hakkani**  
 SHRM-CP  
 Head HR  
 Centurey Insurance



**Muhammad Adnan**  
 SHRM-CP  
 HR Business Partner  
 Faysal Bank Limited



**Taha Abbasi**  
 SHRM-CP  
 Head Learning & Development  
 Habib Metropolitan Bank



**Anita Ansari**  
 SHRM-CP  
 Specialist Learning & OD  
 Khaadi



**Muhamamd Ali**  
 SHRM-CP  
 HR Generalist  
 Shifa Foundation



**Sameea Pervez**  
 SHRM-CP  
 Senior HR Associate  
 EY Ford Rhodes



**Muhammad Asif**  
 SHRM-CP  
 Unit Head, Recruitment  
 Allied Bank Limited



**Rizwan Shahid Siddiqui**  
 SHRM-CP  
 Senior HR Business Partner  
 Faysal Bank Limited



**Farhan Samji**  
 SHRM-CP  
 Manager Rewards &  
 HR Services  
 Faysal Bank Limited



**Ammara Romel Bashir**  
 SHRM-CP  
 Associate Manager -  
 Employees Final Settlement  
 Allied Bank Limited



**Aarzoo Mahmood Alam**  
 SHRM-CP  
 Deputy Head HR  
 Habib Metropolitan Bank Ltd.



**Sameer Amjad**  
 SHRM-CP  
 INTECH Process Automation



**Aqsa Rustam**  
 SHRM-CP  
 INTECH Process Automation



**Naeem Lodhi**  
 SHRM-CP  
 Recruitment & Selection Lead  
 INTECH Process Automation



**Osama Adil**  
 SHRM-CP  
 HR Officer  
 Punjab Health Care Commission



**Asma Sethi**  
 SHRM-CP  
 Deputy Manager  
 Learning & OD at KE



**Sidrah Nagi**  
 SHRM-CP  
 Management Associate



**Umair Bin Zafar**  
 SHRM-CP  
 Assistant Manager Grade  
 Organizational Development  
 ABL





## Mr. Kaifee Siddiqui

SHRM-SCP  
Group Head HR  
Packages Ltd.

### Testimonial Regarding SHRM-SCP Certification

*“Though I had a great privilege to serve in many global brands, however the kind of learning that I found in SHRM-Senior Certified Professionals contents, particularly the HR Strategy alignment with business strategy, I realized that I have filled a great vacuum by qualifying this exam. Attempting the real life situational judgement questions during exam and passing the exam gives me an immense added advantage to add better value to the business.”*

Mr. Kaifee Siddiqui is a Business Strategist and Group Head of HR Packages with businesses spread across Manufacturing, Retail, Financial Services, General Insurance, Life Insurance, Paper and Packaging industries. Group has more than 8000 employees with Market capitalization of more than a billion US\$. In the past, he served in HR leading roles in global brands including Unilever, Glaxo Smith Kline, DHL, AIG, Coca Cola.



# THANK YOU FOR PARTICIPATING IN OUR ON-CAMPUS JOB FAIR

			<div style="text-align: center;">   <p><b>WELCOMES THE CORPORATE SECTOR TO JOB FAIR 17</b></p> <p><b>IQRA UNIVERSITY JOB FAIR 2017</b></p> </div>														
										OUR PROUD PARTNERS & SUPPORTERS							





## Dr. Sitwat Husain

SHRM-SCP, GPHR  
Group Head HR  
Habib Bank AG Zurich

### An Interview Regarding SHRM Learning System

**He has been a member of the Human Resource Committee for the Board at LUMS (Lahore University of Management Sciences) for the last few years.**

DSH was also an integral member of the team that helped constitute the first indigenous HR standard, on Performance Management, which has recently been approved by the PSQCA (Pakistan Standards of Quality Control Authority) in 2017.

Dr. Sitwat Husain is a very diversified and senior HR practitioner within the Country, having worked for both local conglomerates as well as blue chip multinational companies, within and outside Pakistan. He currently is the Global Head of HR for Habib Bank AG Zurich with his remit intersped across eight countries in four continents.

His overall experiences in the last 30 odd years have taken him across six different sectors and industries inclusive of but not limited to Banking, Pharmaceutical, Engineering and the Insurance sectors. His span of responsibility, during these tenures, has been across more than twenty countries while working in different HR leadership capacities.

With a double Majors in business administration in the fields of both HR and Marketing, Dr. Sitwat Husain is also an HR certified practitioner, trainer and instructor for SHRM-CP & SCP (Certified Professional & Senior Certified Professional) from SHRM, as well as for GPHR (Global Professional in Human Resources) from HCI.

#### Interview

#### Why do you think HR professionals want to pursue SHRM-CP & SCP certifications?

HR professionals want to pursue this course because the SHRM Learning System training course assists HR professionals in both their respective certification preparation as well as their professional career development efforts which includes both 'knowledge enhancement' as well as 'career progression'.

#### Why do you think an Instructor led course would benefit an HR professional while preparing for his/her certification? Why would they want to take up this course?

I believe that this learning experience, through an Instructor led training course, greatly increases the chances of an individual's success provided the person invests the necessary time and effort in the preparation for the examination.

The students, in this instructor led course, do get to interact with other HR professionals and there is certainly an abundance of experiential exchange which unfortunately might not occur in solo studies; resultantly a lot of ambiguities get clarified and a lot of course correction occurs as an HR professional navigates his/her way through these classes.

Secondly, an instructor led course also helps highlight the different nuances of the test

itself and the students get familiar with the style of questions and how to go about answering them, in the limited time that is available to them during the examination.

#### How does this course help prepare for the certification?

The SHRM BoCK (Body of Competency and Knowledge) is the best part about the programme. It elaborates the eight HR behavioural competencies along with the main technical competency of HR expertise. The training course helps further elaborate and simplify these particular concepts within the BoCK.

The SHRM-CP certification exam tests the eight HR behavioural competencies at the level appropriate for early career HR professionals while the SHRM-SCP tests the competencies at a level appropriate for senior level HR practitioners.

#### Do you feel that the knowledge gained has a continued effect on the day to day operational responsibilities and/or in the career progression of an HR professional overall?

Studying with other HR folks and colleagues helps in bringing together diverse thought patterns as well as different approaches, of how to analyze and solve situations whilst HR professionals encounter them in day to day operational life.

Secondly one also realizes that some of the concepts that he/she had, might be a little skewed therefore one does unlearn and relearn during these training sessions too. The approach helps in learning newer areas and concepts; helps in changing mindsets from operational to strategic & analytical thus targeted towards outcome orientation.

#### How do the employers view this certification?

This depends on the culture of the Organization and the prevalent mind set of the Senior Management within that Organization. In progressive, open and flexible organizations, this sort of learning would be welcomed with open arms however in an orthodox and change averse environment, the work is cut out for HR professionals in order for them to weave their path through challenges and opposition.

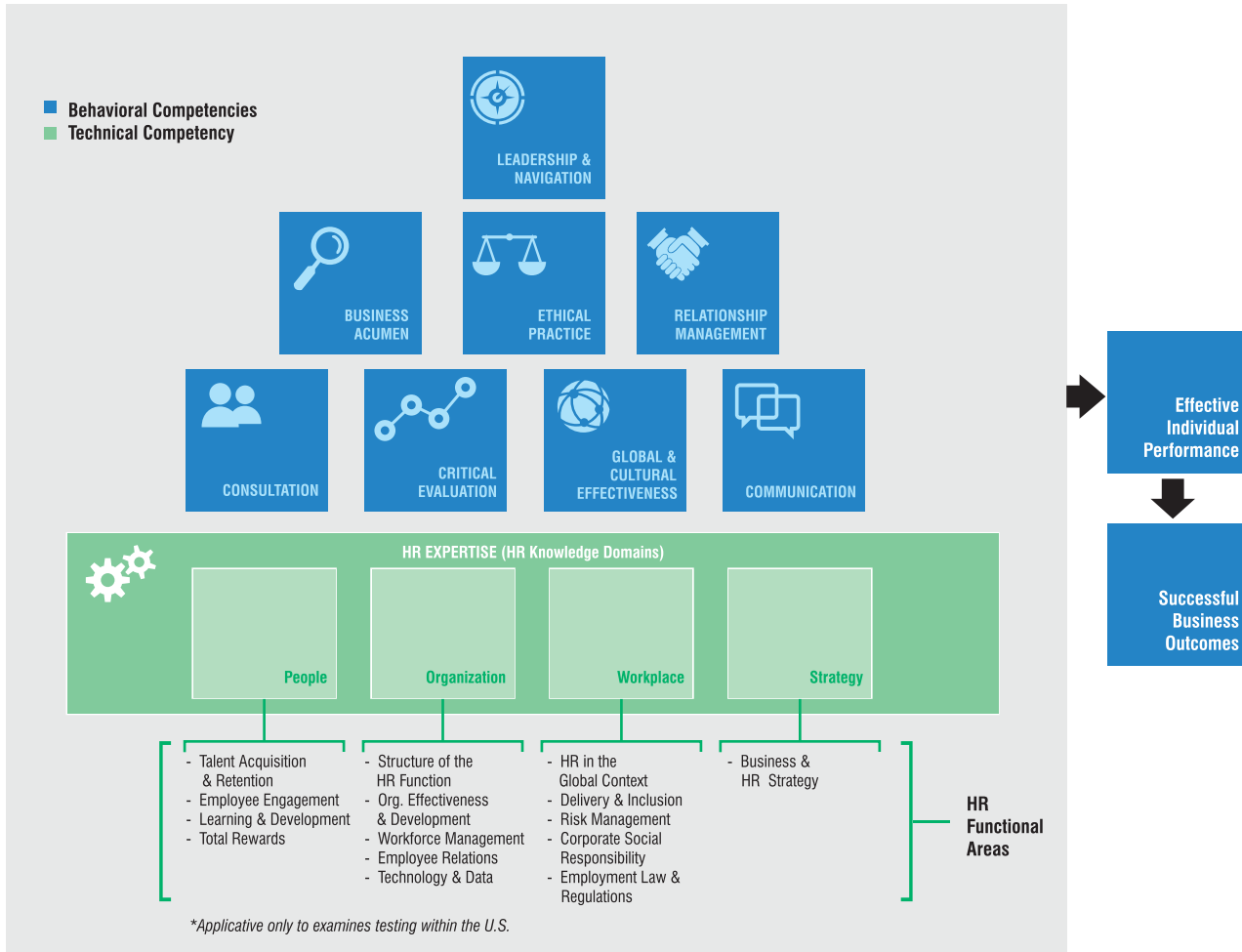
#### Is this course recommended for HR?

100%. It is definitely recommended and especially for those HR professionals who are willing to learn newer ideas and concepts. It provides a very focused and precision oriented approach and helps in clarifying a lot of doubts and brings direction to day to day operational roll outs. It helps in bringing in conceptual clarity especially when ambiguity and grey areas prevail!

# HR Competency Day

## SHRM Body of Competency & Knowledge

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



Society for Human Resource Management (SHRM) is the world’s largest association representing more than 280,000 members in 170 countries. The Society is the leading provider of resources to serve the needs of HR professionals and advances the professional practice of human resource management. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States, subsidiary offices in China, India, United Arab Emirates; and Forums in 11 countries including Pakistan. Visit SHRM Online at [www.shrm.org](http://www.shrm.org). Taking into account the emerging role of HR and increasing expectations of stakeholders, the SHRM has done a 3 years rigorous global research on HR competencies for successful professionals and organizational growth. The research includes consultation with 32,000 professionals (HR and Non HR), 640 CHROs, 111 focus groups in 33 countries around the world. Resultantly the HR Competency Model has been developed which includes 8 Business Behavioral Competencies and 14 HR Technical Competencies. The model has already been validated and acclaimed by HR professionals and employers worldwide.

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](http://www.shrmcertification.org)



### SESSION PLANNER

#### 1st Quarter 2017

10 Feb 2017:	Karachi	5:30 to 7:30 pm
15 Feb 2017:	Lahore	5:30 to 7:30 pm
22 Feb 2017:	Islamabad	5:30 to 7:30 pm

#### 2nd Quarter 2017

28 Mar 2017:	Karachi	5:30 to 7:30 pm
04 Apr 2017:	Islamabad	5:30 to 7:30 pm
12 Apr 2017:	Lahore	5:30 to 7:30 pm

#### 3rd Quarter 2017

09 Aug 2017:	Islamabad	5:30 to 7:30 pm
16 Aug 2017:	Lahore	5:30 to 7:30 pm
23 Aug 2017:	Karachi	5:30 to 7:30 pm

#### 4th Quarter 2017

25 Oct 2016:	Islamabad	5:30 to 7:30 pm
01 Nov 2016:	Lahore	5:30 to 7:30 pm
08 Nov 2016:	Karachi	5:30 to 7:30 pm



10 Feb 2017

Center for Executive Education



**Mr. Kimihide Ando**  
Chief Executive,  
Mitsubishi Pakistan



**Ms. Tara Uzra Dawood**  
President,  
Dawood Global Foundation



**Ms. Ayesha Aziz**  
MD & CEO  
Pak Brunei Investment Company



**Dr. Izhar**  
Director, Centre for  
Executive Education IBA



**Ms. Faiza Qureshi-SCP**  
Senior Manager HR,  
Habib University

15 Feb 2017

LUMS Lahore



**Mr. Tahir Masaud**  
CEO,  
IGI Insurance



**Mr. Samad Goraya**  
CEO Packages Power



**Ms. Fatima Asad**  
Regional Director  
Abacus Consulting



**Dr. Jawad Syed**  
Dean and Professor,  
LUMS



**Ms. Sabahat Bokhari**  
Head OD & Training,  
FINCA

22 Feb 2017

Mahbub ul Haq Executive Development Center  
FAST NU Islamabad



**Irfan Wahab Khan**  
CEO  
Telenor Pakistan



**Mr. Ghazanfar Azzam**  
CEO,  
Mobilink Microfinance Bank



**Mr. Ali Fahd Ahmed**  
CEO,  
Wi-tribe



**Dr. Sadia Nadeem**  
Director MARC  
FAST NU



**Ms. Alia Zafar**  
Chief HR,  
UNDP

## KARACHI

Marriott Hotel  
28 Mar 2017  
5:30 - 7:30 PM



**M. Merajuddin Ahmed**  
HR Head  
Faysal Bank Ltd



**Aazoo Mahmood Alam**  
SHRM-CP  
Deputy Head HR  
Habib Metropolitan Bank



**Khalid Siraj**  
SHRM-SCP  
HR Business partner  
Bayer Pakistan Pvt Ltd



**Taha Abbasi**  
SHRM-CP  
Vice President / Head of  
Learning & Development  
Habib Metropolitan



**Munib Faruqi**  
SHRM-CP  
HR Consultant  
A. F. Ferguson PWC

## ISLAMABAD

FAST NU  
04 Apr 2017  
5:30 - 7:30 PM



**Bakar Ahmed**  
SHRM-SCP  
SVP Country Head HR,  
Askari Bank



**Ayesha Asad**  
SHRM-SCP, GPHR, SPHR  
HR Consultant, Trainer,  
Lecturer  
ACE Consulting



**Sabir Mumtaz**  
SHRM-SCP, SPHR  
SVP HR, Head Payroll &  
compensation  
Askari Bank Limited



**M. Ali Imam Naqvi**  
GPHR  
HOD Compensation &  
Benefits  
Fauji Fertilizer



**Imran Nabi**  
SHRM-SCP  
Senior Manager Training &  
Development  
Shifa International

## LAHORE

Bank Alfalah Training Center  
12 Apr 2017  
5:30 - 7:30 PM



**Sohail Rizvi**  
SHRM-SCP, SPHR  
COO  
Mode Metrics



**Rabia Afsheen**  
SHRM-SCP  
Corporate Manager HR  
Pharmagen



**Khawaja Asif Mushtaq**  
SHRM-SCP, SPHR  
GM HR  
AFAQ



**Vasif Farooq**  
SHRM-SCP  
Head HR  
Pakistan Fruit Juice  
Company Ltd



**Atif Tufail**  
SHRM-SCP, SPHR  
Chief HR Officer  
Akhwat Head Office





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

## 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



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](http://www.shrmcertification.org)

**Yasser Qayyum SHRM-SCP**  
Management Consultant



**Syed Zulfiqar Zaidi**  
Head of HR  
Ufone



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



## 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



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](http://www.shrmcertification.org)



**Zafar Aziz Osmani**  
Chief Executive Officer  
Excelerate Private Limited

**Samia Zuberi**  
Executive Senior Manager  
Siddat Hyder Morshed Associates



**Leon Menezes**  
Practitioner, Writer and Professor of Practice  
IBA

**Sadaf Hatif SHRM-SCP**  
Business Director  
HRSG Outsourcing



## HR Competency Day

Scenario based Learning  
Leadership Development Techniques

4 November 2016, 5.30-7.30 pm, Lahore

Presenters



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](http://www.shrmcertification.org)

Complimentary for SHRM Forum Members



**Ahmed Nauman Anees**  
EVP & Head, Learning and Development Division  
Bank Al Habib Limited



**Bushra Iftikhar**  
Manager Recruitment & Employee  
Relations  
Webzen Telecom



**Khushnoda Kosar**  
Manager HR  
HMTSL



**Ms. Sana Javed SHRM-SCP**  
Senior Manager HR  
Modernatic



**Ms. Syma Waleed**  
Head of Rewards  
Falcon Group



**Asim Safer Pasha**  
Senior Manager Leadership & Culture  
World Telecom



**Ghazala Butt**  
Regional Manager HR  
Mentor Graphics



**Asif Mushtaq SHRM-SCP**  
GM HR & Admin  
AFAQ



## Competency Based HR Drives Organization's Performance

SHRM-CP and SHRM-SCP Certifications

A Source Code For HR Success

21 Sep 2016, IoBM Karachi

### Speakers



**Mr. Talib Kareem**  
Rector & Executive  
Director IoBM



**Dr. Sitwat Husain**  
Rector & Executive  
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  
Necoran Bank Ltd.



**Dr. Kazi Afaq Ahmed**  
Assistant Professor & Consultant  
IOBM Karachi



**Mr. Zahid Mubarak**  
SHRM-SCP, SHRM-CP  
CEO  
HR Metrics



## Dr. Ishrat Husain H.I.,N.I.

SHRM-SCP CERTIFICATION SCHOLARSHIP FOR EXCELLENCE IN HR PROFESSION

CEO's Dialogue: Strategic Expectations from HR to Drive Organization's Excellence 20th Sep, 2016-Marriot Karachi



**Mr. Zaffar A Khan**  
Chairman  
Acumen Reliance Limited



**Mr. Khalid Siraj Subhani**  
CEO  
Engro Corporation



**Mr. Shazad Dada**  
CEO / Executive Director  
Standard Chartered Bank



**Mr. Nadeem Elahi**  
President American Business  
Council of Pakistan



**Ms. Sadia Khan**  
Honorary Consul General  
of Finland



**Mr. Amin Hashwani**  
Executive Director  
Railwani Group



**Saad Amanullah Khan**  
ex CEO  
Gillette Pakistan



**Senator Rukhsana Zubairi**  
MD  
New Horizons Pakistan



**Mr. Nadeem Hussain**  
Founder & Coach at  
Planet N Group of Companies



**Mr. Talib Kareem**  
Rector & Executive  
Director IoBM

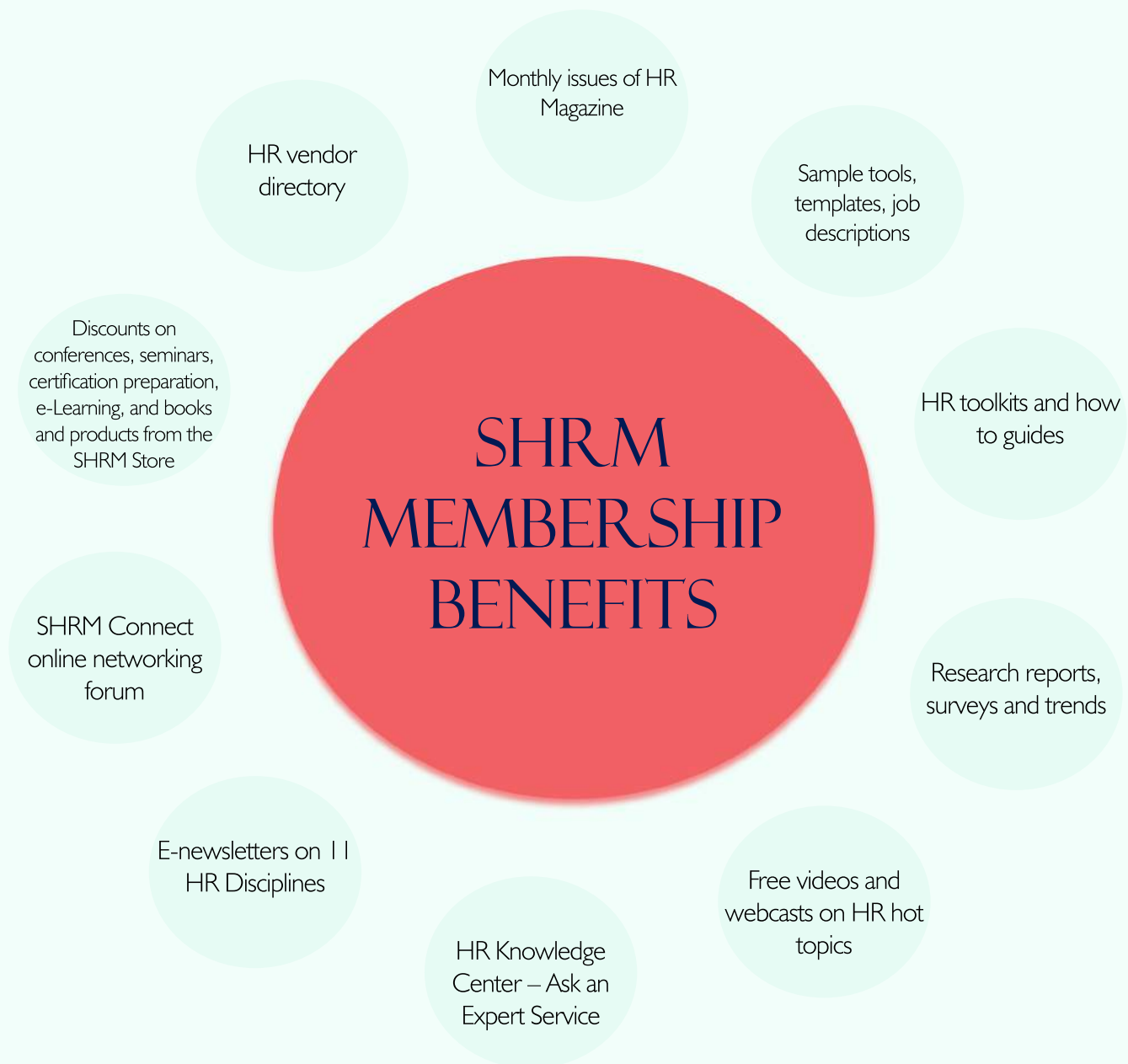


**S. Khalid Tawab (S.I)**  
Senior Vice President  
FPCCI



**Mr. Sharique Uqaili**  
Chief HR  
Allied Bank Ltd





### Additional Benefits for SHRM Forum Pakistan Members

- Complementary participation in virtual course “How to Draw Inference from Critical HR Metrics for Better Business Decisions”. (8 PDCs for SHRM-CP & SCP Recertification)
- Complementary participation in 4 HR Competency Day (8 PDCs) on SHRM HR Competencies
- Complementary soft copy of latest HR Magazine Workforce Tomorrow (1 per quarter).
- SHRM CP/ SHRM SCP Scholarships
- Rs 20,000 discount on SHRM-CP/SCP Certification course
- Minimum 15% discount on Diversity & Inclusion Benchmarking Conference to participate in Diversity Consulting Group and Diversity Expert Program (as per eligibility).





## Mr. Ahmed Nauman Anees

Country Head- Learning and  
Core Development Division  
Bank Alfalah Limited

Mr. Ahmed Nauman Anees is a seasoned HR Professional working currently as Divisional Head/Country Head- Learning and Core Development Division at Bank Alfalah Limited. He has a 20 years hand-on experience in Corporate and banking including HR and OD at senior levels. He has served at critical HR & OD head level positions. He also served as Dy. Country Head of Training at Meezan Bank and Head of Learning-North at HBL. He also served at Transport for London, UK as an Analyst and Executive at Pernec, Malaysia. He is global certified trainer from Australia, London and Pakistan. He is a Chevening Scholar from London, UK and back to back SBP Gold medalist in banking professional exams with 5 other prizes, Diploma in Islamic Banking and Finance from London, UK. Ahmed is a visionary, who believes in developing the youth for future leadership positions whereas he has groomed and trained more than 1200 people at BAFL so far and additionally thousands at other banks in Pakistan. He is also a speaker and visiting faculty at top leading business and banking institutes in the country.

### 1. Can you shed some light on core development in banking industry?

Banks all over the World, especially in the developing environs such as Pakistan have made considerable advancements in the physical as well as the digital spheres to service their customers innovatively and effectively. Change remains the only constant variable in modern era financial services landscape. The core development function has assumed the key role of fine tuning the human capital with the requisite skills to advance in such a dynamic environment. The days of traditional deposit taking and lending have long passed us by and in order to keep up with technological demands and the falling interest rate cycle, banks must gain competitive advantage by building a rich talent pool. Retaining the best talent, especially millennials remains an ongoing challenging exercise because they are always seeking to upgrade their skillset in digital era. Moreover, the firmly controlled regulatory landscape that characterizes the banking industry poses a challenge for banks. Due to these reasons, learning and core development has now become the driving seat to embed itself in not just the central anatomy but also the cultural fabric of the banking industry.

### 2. How do you visualize the relationship between individuals and organizations in workplace learning and core development?

The relationship between professionals and organizations in terms of workplace learning and core development is quid pro quo; if both entities contribute towards strengthening the relationship, both will benefit and progress from each other's support. Since learning opportunities are paramount in decisions regarding individuals' career choices, an organization must cater to the learning needs of its employees by actively providing enriching learning opportunities for them. However, simultaneously, employees must not only seize those opportunities but also take responsibility for transferring their acquired learning to their jobs. This healthy exchange not only benefits the organization as a whole but also lets employees know that they are being nurtured and cared for.

### 3. How do you ensure the effectiveness of approaches to workplace learning and core development?

While it's important to strive towards providing the best learning opportunities to the internal employees, it's of paramount significance to measure the impact of the opportunities provided. At our present organization, we take pride in conducting a thorough, organization-wide Learning Needs Analysis (LNA) to gauge the requisite skills and behaviors required by our teams to achieve the

desired strategic business goals. All business stakeholders are actively involved in the process and share the learning needs that their teams have identified. The Learning and Core Development Department then devises learning solutions in line with the demands of the business stakeholders. Moreover; after each training program, comprehensive feedback is retrieved to evaluate the training contents and the respective trainer. We immensely value the feedback of our employees and seek to incorporate it to continually enhance our methodologies and practices.

### 4. How information technology is contributing and can further contribute towards learning and core development?

Information Technology is exploring the true potential to redefine and reshape the frontiers of learning and core development function in any industry. Learning departments everywhere must match pace with the fast changing technology to impart the most updated knowledge to their employees via innovative delivery channels. The Learning and Core Development functions thrive on innovation and shift from conventional training methodologies to contemporary modern systems by gamifying the learning contents. Utilizing the advancements in technology; gamification and live simulation environs have created the best learning agenda, enabling the employees to work virtually. The domain of information technology is brimming with innovative solutions and there is a lot of potential for many new initiatives which will be introduced in future in Pakistan and global landscape.

### 5. How do you visualize the differences in international and local approaches to workforce learning and core development?

Successful organizations in the global arena have been there long before we even came into existence locally, so of course their learning ethos is much more evolved than ours. But the good news is that we are fast catching up. The trends bespeak that organizations abroad are abandoning traditional learning methods in favor of more effective solutions to enhance performance and retain talent. Although we still have a long way to go, it's heartening to learn that local organizations are also beginning to welcome change and the tremors that come with it. We must train ourselves to think differently and to take initiatives in order to minimize the gap between local and international practices.





Keeps your HR Team & Employees Happy & Motivated  
with on-TIME & Accurate Salary!



For nearly 20 Years we have been helping  
companies process Payroll\* as per local  
statutory requirements...



[www.TimeTrax.com.pk](http://www.TimeTrax.com.pk)  
0334-111-HCMS(4267)