

*HR* Metrics

# workforce **tomorrow**

9th Edition – Sept 2017

Improve the bottom line with a new range of

## **Human Resource Management Standards**



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# ZAHID MUBARIK

SHRM-SCP, SPHRI, GPHR

From the world's major economies to many of the smallest, the services sector is growing at a faster pace than manufacturing economy. Today, services make up the largest part of the world's economy, accounting for over 70 % of global Gross Domestic Product (GDP) or approximately USD 55 trillion in 2014.

In parallel with such growth, the services sector is in vital need of standards to establish good practices, encourage consistently high service quality and build consumer confidence. Standards for services can cut the business costs of poor service and reduce customer complaints. They underpin trust, provide safeguards, enable compliance with laws and regulations, and offer protection for the customer. The urgent need for standards to support this rapidly evolving sector has spurred standardization around the world.

With a view to promote consistency and standardize the workforce management practices in terms of responsibilities and performance expectations, ISO initiated standardization of HR and formed a Technical Committee ISO TC 260 comprising of 11 countries including USA, France, Germany, Sweden, Switzerland, Austria, Italy, Norway, Netherlands, Portugal and Pakistan. Fortunately, today, Pakistan is among 8 leading convener countries developing HR standards.

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



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



“

Today, services make up the largest part of the world's economy, accounting for over 70 % of global Gross Domestic Product (GDP).

”

# World Standards Day - 14 Oct 2017



**Mohammad Zubair**  
 Governor of Sindh



**Parvez Ghas**  
 CEO  
 Habib University Foundation



**Veqar Islam**  
 Chief Executive  
 Jaffer Business Systems



**Saad Amanullah Khan**  
 Chairman of Pakistan  
 Innovation Foundation



**Fatima Asad**  
 Regional Director  
 Abacus Consulting



**Zahid Mubarik**  
 SHRM-SCP, SPHRI, GPHR  
 President SHRM Forum Pakistan



**HR Vocabulary**



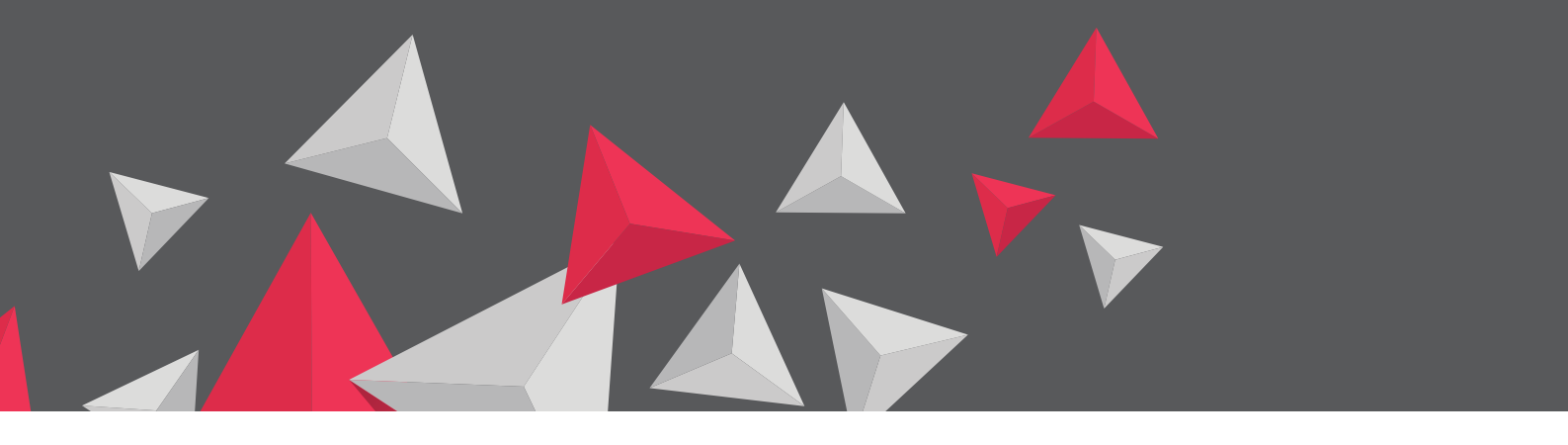
**Guidelines on  
 Recruitment**



**Guidelines on  
 Human Governance**



**Guidelines on  
 Workforce Planning**





ISO HR Standard  
Plenary Meeting at Washington DC

## About ISO



ISO is an independent, non-governmental international organization with a membership of 162 national standards bodies. Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market relevant International Standards that support innovation and provide solutions to global challenges. ISO's portfolio of over 21,833 standards provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and social. ISO standards make a positive contribution to the world we live in.

## ISO standards

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

## ISO Standards

### Help in Improving Productivity, GDP and Economy

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

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



# Why HR Standards



People are greatest asset for an organization and aligning workforce strategy with organization strategy is a recipe for success. Research shows that high-performing HR department is directly linked to greater economic performance of the organization and plays a key role in instilling company values throughout the workforce. A new series of ISO standards aims to help improve the businesses through better human resource processes.

## Business Benefits of HR Standards

The benefits of HR Standards are:

- Labor markets will become true marketplaces, where commonly understood forms of transaction will be employee competencies, complete and timely information, and virtual/flexible working arrangements; forming talent exchanges analogous to stock exchange transactions.
- Talent in developing countries will have increased access to job opportunities elsewhere due to interoperable workforce staffing practices.
- Standardized HR processes will reduce paper documentation, and would promote telecommuting and distance learning further reducing the carbon footprint created by business travel needs and redundant administrative workforce practices.
- Multinational companies will be able to share talent and labor more quickly and with less risk of loss and fewer errors.
- It will increase employee satisfaction and labor peace as job-to-employee alignment is better achieved through consistent and effective management practices.
- Consistency in HR practices will reduce the cost of investigations and other regulatory responsibilities of government agencies and ministries charged with overseeing workplace practices.

- The cost of managing employees will reduce as workforce management approaches will align with the standards and economies of scale can be applied, across sectors, in relocation, benefits, compensation and other HR functions.
- Business leaders would finally have a means to measure the value of the intangible assets including HR. The transparency of HR practices will enhance their reputation, improve employee morale, lower labor turnover, decrease accidents, enhance product quality and foster greater consumer and investor confidence.
- Employees' expectations for treatment and opportunity within organizations would be better understood by all parties and his or her competencies and other assets would be portable as he or she transfers among organizations. Whether skilled or unskilled, employees would be incentivized to improve their capability and to trade them across borders to willing employers.
- The cost of products and services would likely reduce due to an increase in efficiency of acquisition, transfer, and maintenance of talent, thus benefiting consumer.
- HR Management Systems from different organizations will be able to transact without encountering the data transfer barriers among diverse software applications.





## ISO Technical Committee 260 for HR Standards Development

With a view to promote consistency and standardize the workforce management practices in terms of responsibilities and performance expectations, ISO initiated standardization of HR and formed a Technical Committee (TC 260). Initially the ISO TC260 comprised of 11 countries including USA, France, Germany, Sweden, Switzerland, Austria, Italy, Norway, Netherlands, Portugal and Pakistan. ISO Current membership is 162 countries, out of which 28 have a status of Participating “P” and 23 are Observers “O”. ISO TC 260 secretariat is held by American National Standards Institute ANSI.

To develop HR standards through a global collaborative process, TC 260 conducted extensive meetings at various parts of the world including following:

1. Washington: hosted by American National Standards Institute
2. Melbourne: hosted by Australian National Standards Body
3. Rotterdam: hosted by Netherlands National Standards Body
4. Paris: hosted by France National Standards Body
5. Berlin: hosted by German Standards Body
6. Singapore hosted by Singapore National Standards Body
7. London: hosted by British Standards Institute UK
8. Bali: hosted by Indonesian National Standards Body







Rotterdam

## Developed and Published HR Standards

In a fast-paced corporate world where the shareholder of an organization is king, it is easy to forget that it is the values, decisions and behaviour of its people that ultimately dictate how a business performs. Studies show that a high-performing human resources (HR) department, with effective people management and recruitment, is linked to greater economic performance of the organization and plays a key role in instilling company values throughout the workforce. ISO's new range of International Standards for human resources aims to help HR departments improve their performance and, ultimately, improve the performance of the organization in which they work.

ISO  
30400

**HR Vocabulary**, provides a common understanding of the fundamental terms used in human resource management standards.

ISO  
30405

**Guidelines on Recruitment**, provides guidance on effective recruitment processes and procedures, and can be used by anyone involved in recruiting staff, whether they be HR professionals or not.

ISO  
30408

**Guidelines on Human Governance**, provides the guidelines to structure an effective human governance system that can respond more effectively to strategic and operational needs.

ISO  
30409

**Guidelines on Workforce Planning**, helps organizations respond more effectively to their current and projected requirements for staff.

Federal Ministry of Science & Technology,  
Government of Pakistan





Singapore



## HR Standard Conveners

Following approved standards have been led by respective country:

1. HR Vocabulary Standard, Chaired by Ms. Stephanie Jansen- Netherlands
2. Human Governance Standard- Chaired by Mr. Izy Behar- France
3. Workforce Planning Standard, Chaired by Ms. Julie Sloan-Australia
4. Recruitment Standard- Chaired by Ms. Sandy Miles- USA

Following standards are in progress and being led by respective country:

5. HR Metrics Standard, Chaired by Mr. Zahid Mubarik - Pakistan
6. Human Capital Reporting Standard- Chaired by Ms. Stefanie Becker- Germany
7. Diversity & Inclusion Standard- Chaired by Mr. Effenus Henderson- USA
8. Knowledge Management Standard, chaired by Ms. Moria Levy – Israel



**Ronald B McKinley, PHD, MBA, SPHR**

Vice President & Chief Standards Officer  
Chair, ISO Technical Committee 260 HRM



**Lee S. Webster GPHR, SPHRI**

Director, Standards Development  
Secretary, ISO Technical Committee 260 HRM



**Zahid Mubarik SHRM SCP, SPHRI, GPHR**

CEO HR Metrics  
President SHRM Forum Pakistan  
Convener ISO TC 260 Working Group on HR Metrics

# Future HR Standards

As per ISO TC 260 initial business plan, HR standards will specify the minimum effective approaches, measurements and metrics to perform essential workforce management practices. It will also include standardization of the certification of practitioners based upon elements of education, examination, experience and ethical conduct. The standardization processes will extend to all fields of HRM including but not limited to, Talent Sourcing, Retrenchment, Learning and Development, Job Analysis, Job Design, Organizational Development, HRIS, Performance Appraisal, Total Rewards, Employee Relations, Legislative and Regulatory compliance, Change Management, Expatriate Management, HR Communications, Workforce Readiness and Sustainability, Leadership Development, HR Shared Services, Wellness and Work/Life Balance Programs, HR Aspects of Alliances, Joint Ventures, Mergers and Acquisitions, HR Terminology and Analytics.

## About PSQCA

The Pakistan Standards and Quality Control Authority, under the Ministry of Science and Technology, is the national standardization body. PSQCA has been established to advise the Government on standardization policies, programs and activities to promote industrial efficiency and development, as well as for consumer protection. The main function of the Department is to foster and promote standards and conformity assessment as a means of advancing the national economy, promoting industrial efficiency and development, facilitating domestic and international trade and furthering international co-operation in relation to standards and conformity assessment. PSQCA is a member of International Organization for Standardization (ISO), International Electro-Technical Commission

## About Pakistan Technical Committee HR Standards

With a view to review global HR standards from country's economic interest point of view, Pakistan Standards and Quality Control Authority has formed Technical Committee HR Standards. The Committee not only foster collaboration with ISO TC 260 but also has a mandate to develop HR standards congruent with our national requirement.

Performance Management Standard Working Group Pakistan Technical Committee HR Standards constituted following Working Group, who have developed first indigenous HR standard on "Employees Performance Management". The purpose of this standard is to provide a basic framework for managing performance in organizations, with a focus on performance planning, evaluation and development plans in the context of organization business. This standard can be used by large, medium and small organizations in private, public or nonprofit sector. It is expected that standard will help in aligning employees' performance with organization performance for better workforce productivity and business growth.

1. Dr. Sadia Nadeem MCIPD, Associate Professor, Director MARC, FAST School of Management, NUCES
2. Mr. Arshad Akif, CEO ASK Development
3. Mr. Muhammad Adeel Anwar, Consultant, Zephyr Consulting
4. Dr. Sitwat Hussain, Group Head Human Resources, Habib Bank AG Zurich
5. Mr. Faraz Aziz, Head HR Pak Suzuki Motor Company Limited
6. Ms. Humera Ahmed, Head HR Reon Energy Limited



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



**Mr. Arshad Akif**  
CEO  
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**Ms. Humera Ahmed**  
Head HR  
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## HR Standards Day - 14 Oct 2015



## HR Standards Day - 14 Oct 2016





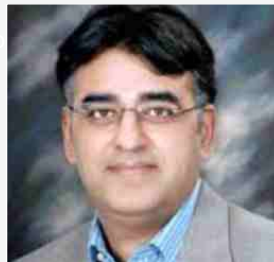


## Business Advisory Council

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Advisor to Chairman Silkbank



**Asad Umar**  
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National Assembly



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Planet N Group of Companies



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SHRM Forum Pakistan



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Group Head HR  
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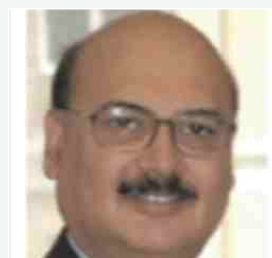
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CEO HR Metrics



**Arshad Akif**  
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**Wajid Khan**  
Head HR  
First Microfinance Bank



**Jamil Bajwa**  
Director HR  
K-Electric

# SAAD AMANULLAH KHAN

**President of Public Interest  
Law Association of Pakistan  
Chairman, Pakistan Innovation Foundation**



CEO of Alamut Consulting, director/partner in CTM360 and joint-owner of Big Thick Burgerz restaurants. Spent two decades with Procter & Gamble in senior management and seven years as Chief Executive Officer of Gillette Pakistan. Elected twice as President of American Business Council (ABC).

An active social worker, sitting on the board of over a dozen NGO's and an advisor to another dozen social enterprises. He has helped set-up Pakistan Innovation Foundation (PIF) and National Entrepreneurship Working Group (NEW-G) and is the President of Public Interest Law Association of Pakistan (PILAP). He is also the founding board member and ex-Chairman of South East Asia Leadership Academy (SEALA) as well as founder member and General Secretary of I Am Karachi Consortium.

The HR function has evolved from administration to Business partner

## **1. The HR function has evolved from administration to Business partner. How important is the alignment of HR strategy with business strategy?**

Human Resource function has evolved and now plays a critical role in the operation of any organization. In fact, I would not hesitate to state that for any CEO the two most important functions that he/she keeps very close are Finance and Human Resource. I am not undermining the importance of Marketing, Sales, Logistics, Accounting, etc. as they play a critical role in delivering the business strategy, but to me Finance and Human Resources are strategic functions as they help with the long-term planning and sustenance of the organization. As competition has become fierce and margins are razor thin, honing your business strategy and having an empowered organization is the secret of success. In P&G and Gillette, Human Resource has been taking a leading role in helping deliver this business strategy with excellence and in creating a culture where everyone's DNA is fine tuned to win in the marketplace.

One of the most important and critical activity that any organization should be doing is reviewing their business strategies annually, coming up with operational and departmental strategies and deploying them to each and every employee with excellence. HR in both the companies I worked for, i.e. P&G and Gillette, played a central role in this matter. We call this process "Strategy Development and Deployment System".

This is led by HR with a very heavy involvement of each and every department. Once a year, usually 4 to 6 months before the end of the fiscal year, the entire organization goes through a review of their vision and business strategies. They review last year's strategy and see how they have fared. They fine tune them, add new strategies, delete the ones that have been delivered and then help in rolling out the new set and deploying them across the organization with excellence.

In addition to owning this process, they look at making sure salary and benefits are given as per policy, performance evaluation is done timely and properly,

accountability and transparency is across the board and they help in implementing to the letter the values and principles which results in a culture which sustains and support a winning operation.

## **2. From a CEO's perspective, what are the vital success factors that can reflect the performance of well performing HR function?**

The most prominent reflection of a company where Human Resource is effective can be seen in the "Culture" that exists in that company. Organizational Culture is a set of operating principles or rules under which the organization operates and which collectively helps define how people behave within a certain company. Underlying beneath all this interaction, communication and observable behaviors is a set of values and beliefs which drives all behaviors. These values and beliefs need to be properly selected, nurtured and developed within the organization.

Human Resources are the custodian and make sure proper values and principles are followed in internal and external interaction of the company. In addition, if the corporate environment is infused with 'can do' attitude, passion to win, positive thinking and trust, then there is nothing that can stop the company from winning in the marketplace. Human Resource plays a critical role in helping management creating such a winning culture. They create it by making sure there is transparency and accountability across the board and that each and every employee understands and owns the company mission and vision as well as what role each one has to play in delivering that vision. For this the HR must keep their finger on the pulse of an organization by making sure there is an HR person present in every cross-sectional brand team and department. The tone is set by the CEO and C-Level management and HR makes sure the tone is kept alive across departments and divisions.

## **3. You have written a book, "It's Business, It's Personal - From Setting a Vision to Delivering it through Organizational Excellence". Can you reiterate the key message for the organization to grow human capital for growth of business?**

I have written this book using the 30 years of learnings I have gathered by working for companies like Procter & Gamble and Gillette. My book is divided into two parts namely "Vision and

Strategies" and "Organizational Excellence". The following analogy explains the tightly woven relationship between the two. If I consider businesses to be pieces of art, then for any painting to be a masterpiece, two elements need to be present. The first is the idea of "direction setting": the origination of the company goals, which reflects the rough sketch or outlines of the painting, important, but incomplete. The more complex work comes in the second part in form of "organizational excellence": the coloring and shading of the painting or in business context company culture which is created by the establishment of leadership and values.

Direction setting and organizational excellence create a formidable combination in today's highly competitive business environment. Nothing substantial can ever be delivered if either piece is not effective or missing. Both must be fully developed in order to create a masterpiece. Human Resources play a leadership role in both parts. They lead the effort for 'direction setting' by getting the organization together to lay down their vision and coming up with a select few yet critical strategies to win in the market place. And they practically drive the second part which represents the color in a painting, i.e. 'organizational excellence'. This is the ability to create a conducive and positive culture where every employee feels empowered to show ownership for their work and are geared to delivering their projects with excellence. I have seen many time excellent plans and strategies but lack of leadership or empowered employees and these plans fail to deliver on their expectations. The reverse is true, that is if we have a solid organization, where each DNA is tuned to winning and beating competition but come up with lackluster plans, not properly thought through, the final results will be poor.

Hence it is critical that lot of thought process and quality times goes into coming up with an inspiring yet challenging vision as well as crisp strategies to deliver them. This coupled with an organization that is highly focused, empowered and believe in winning turns that company into a "Masterpiece". This kind of culture cannot be created overnight and has to be nurtured, protected and developed over years. You need to be consistent and disciplined in your approach and that is what Human Resources help create by guiding and partnering with the leadership team.



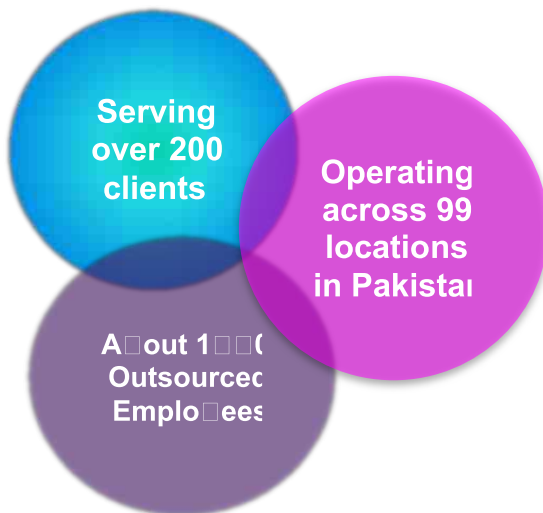
# FULCRUM PVT. LTD

Human Resource Management Consultancy

## Introduction

**Fulcrum (Pvt.) Ltd**, a Business Service Company initiated its business operations in 2005. It is an **ISO 9001 – 2008** certified Business Consulting Service Company. We meet **International Standards** for quality management and customer satisfaction. Our quality management systems have been assessed and certified by **TUV Austria (External Auditors)**. We are **certified as Business Edge Training Partners for International Finance Corporation (IFC)**, a member of the **World Bank Group**

## Scope of Service



## Service Spectrum

Outsourcing Solutions

Executive Search

Training & Development

Human Capital & OD Solutions

## Highlights

- Outsourcing & contracting of business manpower, operations & processes
- Payroll Management System, Pay Slip Management System & Docu Management System implemented to support outsourcing operations
- A large, detailed & organized database, consisting of professionals from the entire corporate spectrum consisting of all industries in the market
- International recruitment software which provides us with ATS (Application Tracking Services).
- 90% mean training evaluations with clients
- Customized & tailored trainings according to client **L+U+O+K**
- Interactive & experiential training dynamics encompassed with Business Edge Australian training methodology

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THE FUTURE OF HR IS HERE  
**SHRM-CP and SHRM-SCP**  
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 HR COMPETENCY



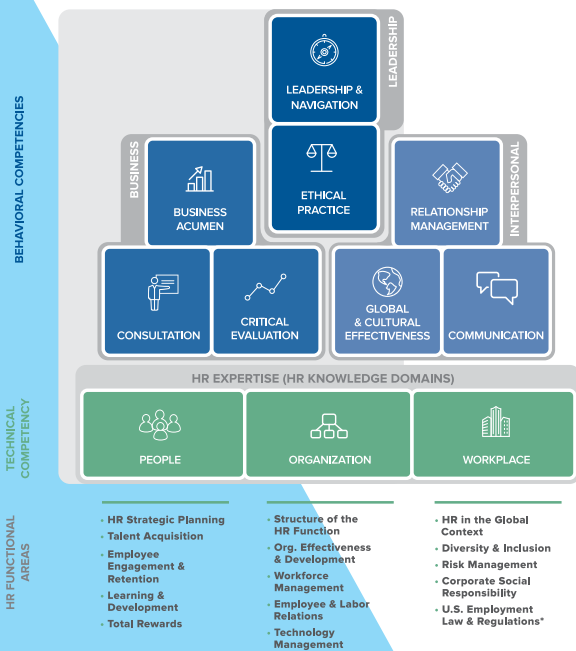
why  
 HR COMPETENCY

This is an exciting and pivotal time in the HR profession. Now, more than ever, HR is required to assume a greater leadership role, contributing to the strategic direction of their organization. The HR profession operates at the core of this global economy, ensuring the alignment between organizational strategy and high-performing workforce. This is the reality of today's HR professional. SHRM, (the world largest HR Association having 280,000 members in 180 countries) works to advance the HR profession ensuring that as business evolves, HR evolves to meet business needs. For 7 decades, the SHRM has supported more than 100,000 employers representing 140 million employees worldwide www.shrm.org. Increasingly, business leaders understand that effective people management is a strategic imperative. Thus, 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 support of organizational goals. www.shrmcertification.org

**SHRM** 2017  
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## Dr. Sitwat Hussain

### SHRM-SCP, GPHR

Group Head HR  
Habib Bank AG Zurich

"This course is definitely recommended and especially for those HR Professionals who are willing to learn newer ideas and concepts. It provided a focused & precised approach for handling strategic & operational HR. It helps in bringing in conceptual clarity especially when ambiguity and grey areas prevail."



## Mr. Kaifee Siddiqui

### SHRM-SCP

Group Head HR IGI Financial Services  
Then Group Head HR, Packages Group

"Though I had a great privilege to serve in many global brands, however the kind of learning that I found in SHRM-Senior Certified Professional 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, gives an immense added advantage to add better value to the business."



## Shahma Zahid

### SHRM-SCP, GPHR

Head HR & Administration  
The Institute of Chartered Accountants of Pakistan

"The SHRM Certification program is designed to improve the knowledge and competencies of HR Professionals and more importantly improve the skills to work as a HR Strategic business partner and provide HR solutions to the stakeholders. I am excited to be part of globally certified HR professionals."



## Rana M Idrees

### SHRM-SCP

Deputy General Manager HR  
Pakistan State Oil

"I always felt a need of a complete knowledge package that should encompass the Behavioral as well as Technical aspects of modern day HR. SHRM-SCP Certification is globally recognized that provided me the opportunity to learn and implement the gained knowledge in the most effective manner."



## Muhammad Ali

### Youngest SHRM Certified Professional in Pakistan

Assistant Manager, Functional Lead  
Shifa Foundation

"SHRM certification is tangible and has been vital to my career development. As a keen HR enthusiast and practitioner, I am always on the outlook to devise medium to establish HR as a strategic business partner, recently I have pioneered the establishment of Shifa center of Professional Excellence (SCOPE) to further personal & professional development of employees and public in general. I plan to publish my real-life experiences focusing on local human resource practices."

# 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.

2

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

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

3

## THESE CERTIFICATIONS WERE DEVELOPED WITH 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.

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™

# BEHAVIORAL

## Competencies

CLUSTER	COMPETENCY	DEFINITION
Leadership	Leadership & Navigation	The knowledge, skills, abilities, and other characteristics (KSAOs) needed to navigate the organization and accomplish HR goals, to create a compelling vision and mission for HR that aligns with the strategic direction and culture of the organization, to lead and promote organizational change, to manage the implementation and execution of HR initiatives, and to promote the role of HR as a key business partner.
	Ethical Practice	The KSAOs needed to maintain high levels of personal and professional integrity, and to act as an ethical agent who promotes core values, integrity and accountability throughout the organization.
Business	Business Acumen	The KSAOs needed to understand the organization's operations, functions and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.
	Consultation	The KSAOs needed to work with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation and evaluation of change initiatives, and to build ongoing support for HR solutions that meet the changing needs of customers and the business.
	Critical Evaluation	The KSAOs needed to collect and analyze qualitative and quantitative data, and to interpret and promote findings that evaluate HR initiatives and inform business decisions and recommendations.
Interpersonal	Relationship Management	The KSAOs needed to create and maintain a network of professional contacts within and outside of the organization, to build and maintain relationships, to work as an effective member of a team, and to manage conflict while supporting the organization.
	Communication	The KSAOs needed to effectively craft and deliver concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.
	Global & Cultural Effectiveness	The KSAOs needed to value and consider the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a diverse and inclusive workplace.



# TECHNICAL *Competencies*

CLUSTER	COMPETENCY	DEFINITION
People	<b>HR Strategic Planning</b>	Involves the activities necessary for developing, implementing and managing the strategic direction required to achieve organizational success and to create value for stakeholders.
	<b>Talent Acquisition</b>	Encompasses the activities involved in building and maintaining a workforce that meets the needs of the organization.
	<b>Employee Engagement &amp; Retention</b>	Refers to the activities aimed at retaining high-performing talent, solidifying and improving the relationship between employees and the organization, creating a thriving and energized workforce, and developing effective strategies to address appropriate performance expectations from employees at all levels.
	<b>Total Rewards</b>	Refers to the design and implementation of compensation systems and benefit packages, which employers use to attract and retain employees.
Organization	<b>Structure of the HR Function</b>	Encompasses the people, processes, theories and activities involved in the delivery of HR-related services that create and drive organizational effectiveness.
	<b>Organizational Effectiveness &amp; Development</b>	Concerns the overall structure and functionality of the organization, and involves measurement of long- and short-term effectiveness and growth of people and processes, and implementation of necessary organizational change initiatives.
	<b>Workforce Management</b>	Refers to HR practices and initiatives that allow the organization to meet its talent needs (e.g., workforce planning, succession planning) and to close critical gaps in competencies.
	<b>Employee &amp; Labor Relations</b>	Refers to any dealings between the organization and its employees regarding the terms and conditions of employment.
	<b>Technology Management</b>	Involves the use of existing, new and emerging technologies to support the HR function, and the development and implementation of policies and procedures governing the use of technologies in the workplace.
Workplace	<b>HR in the Global Context</b>	Focuses on the role of the HR professional in managing global workforces to achieve organizational objectives.
	<b>Diversity &amp; Inclusion</b>	Encompasses activities that create opportunities for the organization to leverage the unique backgrounds and characteristics of all employees to contribute to its success.
	<b>Risk Management</b>	The identification, assessment and prioritization of risks, and the application of resources to minimize, monitor and control the probability and impact of those risks accordingly.
	<b>Corporate Social Responsibility</b>	Represents the organization's commitment to operate in an ethical and sustainable manner by engaging in activities that promote and support philanthropy, transparency, sustainability and ethically sound governance practices.
	<b>U.S. Employment Law &amp; Regulations (Not applicable outside U.S.A)</b>	Refers to the knowledge and application of all relevant laws and regulations in the United States relating to employment — provisions that set the parameters and limitations for each HR functional area and for organizations overall.

## SHRM Certification Scholarships



**HR Metrics** **SHRM SENIOR CERTIFIED PROFESSIONAL** **SHRM** IN PARTNERSHIP WITH SOCIETY FOR HUMAN RESOURCE MANAGEMENT

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

**CERTIFICATION SCHOLARSHIP FOR EXCELLENCE IN HR PROFESSION**



### RECIPIENT OF SHRM-SCP SCHOLARSHIP



**Rahim Kabani**  
Head of HR  
ITREB for Pakistan

### Why I opted for SHRM-SCP Certification?

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 from my 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.



**HR Metrics** **SHRM CERTIFIED PROFESSIONAL** **SHRM** IN PARTNERSHIP WITH SOCIETY FOR HUMAN RESOURCE MANAGEMENT

**Professor. Atta-Ur- Rahman FRS, N.I., H.I., S.I., T.I.**

**CERTIFICATION SCHOLARSHIP FOR EXCELLENCE IN HR PROFESSION**



### RECIPIENT OF SHRM-CP SCHOLARSHIP



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

### Why I opted for SHRM-CP Certification?

SHRM is a global society of human resource management that works as a gateway to success in the field of human resource management. To become successful in HR field, this was a must have certification for me. I have opted for SHRM as it will help me in learning more about the HR world and how to apply 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 having a cutting edge, their content is more advanced and this developed more interest in this certification. This certification will be biggest accomplishment of my HR career as I will be acknowledged a qualified HR Professional.

# What does an EMBA from IU mean for you?

Ranked #

1

Best Business School in Pakistan by HEC

The Executive Masters in Business Administration (EMBA) Program is designed for professionals looking to fast-track their leadership potential. It prepares rising leaders to meet challenges of the evolving business environment and give executives a competitive edge in research and innovation through a blended learning experience and Virtual Learning Environment (VLE).

## How does EMBA facilitate you in business?

- Acquire business and strategic acumen
- Develop thought process and personal skills
- In-person networking and instant application of knowledge

## Key features of VLE include:

- 24/7 access to learning resources
- Participate in Q&A sessions, group discussions and projects
- Online submission of assignments, reports and projects
- Hub for research publications, tools and resources

## Eligibility Criteria:

- At least 4 years of working experience at managerial level
- At least 14 years of schooling with good 2nd division
- Passing the University administered test
- Passing the Panel Interview

## Program Duration:

- 2 years program with 66 credit hours





# HR COMPETENCY SESSION



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



**M. Merajuddin Ahmed**  
Head HR  
UBL



**Amir Iqbal**  
CEO & MD  
Bayer Pakistan



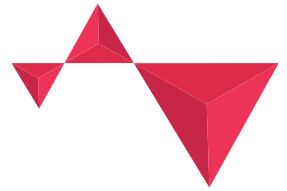
**Leon Menezes**  
Professor of Practice  
IBA



**Zahid Mubarak SHRM -SCP, GPHR**  
CEO  
HR Metrics







## CEO's Expectations from HR

### Amir Iqbal (Chief Guest)

CEO & MD - Bayer Pakistan

Amir Iqbal gave a practical and holistic view on how HR can provide support to the C-Suite and play a strategic role. In order for HR to have credibility, it must have a clear understanding of the business requirement and the customer. It will enable HR to figure out to meet business requirement. HR must endeavour to help CEO in achieving business KPIs.



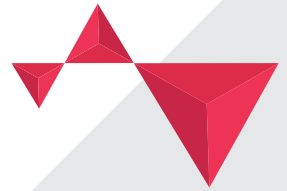
## Leadership & Navigation

### Dr. Sitwat Husain SHRM-SCP, GPHR

Group Head HR  
Habib Bank AG Zurich

There has been a tremendous shift in the concept of leadership. It has evolved from being transactional to transformational, more participative and shared decision making. However, a true leader also needs to have managerial attributes in order to coordinate and get the work done. It is about how the leadership navigates the people through cultural nuances, political structure of the organization and leverages the strengths to the best of the organizational interest. The leader has to be persuasive, inspirational and change agent.





## Business Acumen

### M. Merajuddin Ahmed

Head HR - UBL

He emphasized following for better business acumen.

- Understanding of products, margins, revenue and how the organization makes money.
- Assessment and measurement of organizational performance, an understanding of the strategic and operational plan.
- Clarity on the short term and long term plans of the organization
- What keeps the CEO awake at night?

When HR has an understanding about mentioned aspects, then the rest of the stakeholders and departments will acknowledge its value and genuinely believe that consulting HR would add value to their decision.



## HR Consultation

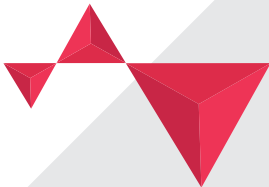
### Leon Menezes

Senior Practitioner, Writer & Professor of Practice IBA

Leon emphasized on personal rapport building, establishing credibility and acceptability of HR in order for it to get seat to strategy table. Active listening skills matter because one should not only listen to respond, but listen to understand. It is essential to know the client. When it comes to relationships, always choose the right path without challenging the ego of other person







## SHRM body of Competency & Knowledge

**Zahid Mubarik** SHRM-SCP, GPHR, SPHRi  
CEO - HR Metrics

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 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.



# SESSION PLANNER

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.

## 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

## 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

## 2nd Quarter 2017

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

## 4th Quarter 2017

01 Nov 2017:	Islamabad	5:30 to 7:30 pm
15 Nov 2017:	Lahore	5:30 to 7:30 pm
29 Nov 2017:	Karachi	5:30 to 7:30 pm



# Tipu Zaheer

**SHRM-SCP, HRMP**  
Head of Recruitment, ENGIE Dubai



Tipu Zaheer is a dynamic business professional with over 14 years of experience. His experience embodies managing and implementing people management programs across a diverse workforce both within Pakistan and abroad. He has worked in prestigious multinational companies including ICI, Akzonobel and ENGIE to name a few. In his present portfolio he is based in Dubai and Heading the Recruitment and Talent sourcing for ENGIE Dubai looking after Middle East South Central Asia and Turkey.

## How Millennials are Changing the Organizational Landscape

Modernizing Talent and Retention Trends

When it comes to the corporate workplace, present time witnesses the rise of millennials. This is not restrictive of one market rather being emerged as a global phenomenon. Yes this is not a buzz word but Millennials represent a generation (loosely defined as those born after 1982 and before 2004). They are being labelled as geeks, creative and innovative; on the contrary another view narrating them as lazy, not disciplined, casual, glued to their I phone etc. Modern day world for organization seek a fine balance between generations to achieve a mix of experience with expertise and skill set of the geeks as their presence in the ever changing digital world can't be neglected. They are there to STAY!!!

I draw a reference to one of the recent Gallup survey which gives an interesting finding about the snapshot of the American workplace of today.

The statistics reads as only one third of employees are engaged at work place meaning by they consider emotional and psychological connection with their employer.

This navigate the thinking pattern to some important conclusions:

- a. The new generation mix and rise of millennials leads to low percentage of engaged employee across an employee's sub set.

- b. Millennials being advocate of change and want to steer their careers leads to less emotional bondage with employers at a given time.

So this background leads the organization to draw references of these changing trends. Excitingly what they are displaying and benchmarking as trends are something which affects employee of all ages: underlining asks for a vote of thanks from the senior generations to "Millennials". So what are they changing as trends:

- a. They want to be challenged so less fearful of losing jobs and in return stretch themselves in difficult scope of projects: end up realizing their true potential.
- b. They want to work with definite meaning and purpose and in return ask for engaging rewards and recognition.
- c. They are comfortable in adapting to flexible work schedule with no compromise to project or work scope.
- d. They want to talk to their Managers frequently asking for feedback and also don't hesitate to provide feedback.

To conclude the organizations need to adapt and respond to these workplace changing trends. This also call for an onus of responsibility on the shoulders of HR leaders to customize employee programs and policies aiming for wider employee engagement to maximize productivity and profitability.



**PEOPLE.PARTNERS**  
Human Capital Management Software

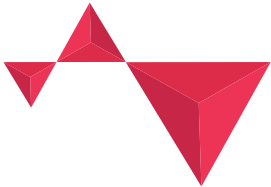
# HR Analytics



## HR as a Strategic **Profit Center**

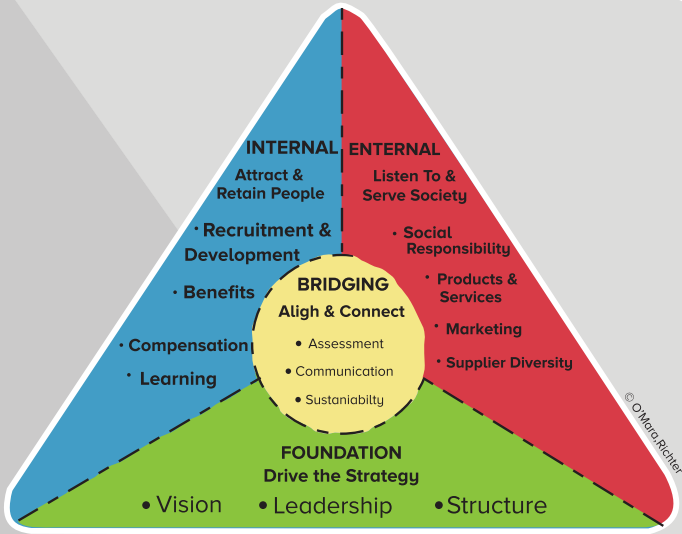
HR Analytics has become a Science and must for  
Growth of HR profession

[innovation@people.partners](mailto:innovation@people.partners)



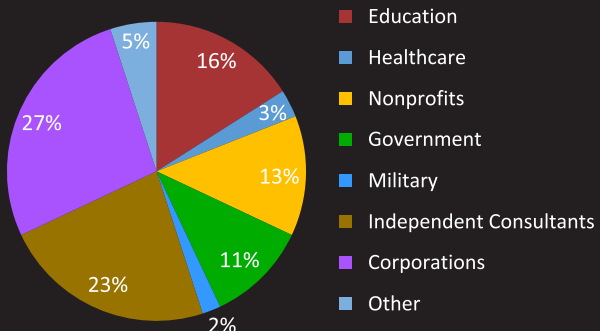
why  
**Global Diversity & Inclusion Benchmarks**

Organizations today are dedicated to serving all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. 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. Research shows a strong correlation between diversity and bottom line impact. 95 experts across the world have developed “Global Diversity & Inclusion Benchmarks Standard”. GDIB supports workplace D&I and describes People, Planet, Prosperity, Peace, and Partnership as its focus. Please see <http://diversitycollegium.org/globalbenchmarks.php>



**Global Diversity & inclusion Benchmarks**

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



# Global Diversity & Inclusion

## Conference in Pakistan



**Ms. Marvi Memon**

Minister of State/Chairperson, Benazir Income Support Program Pakistan



**Dr. Ishrat Hussain**

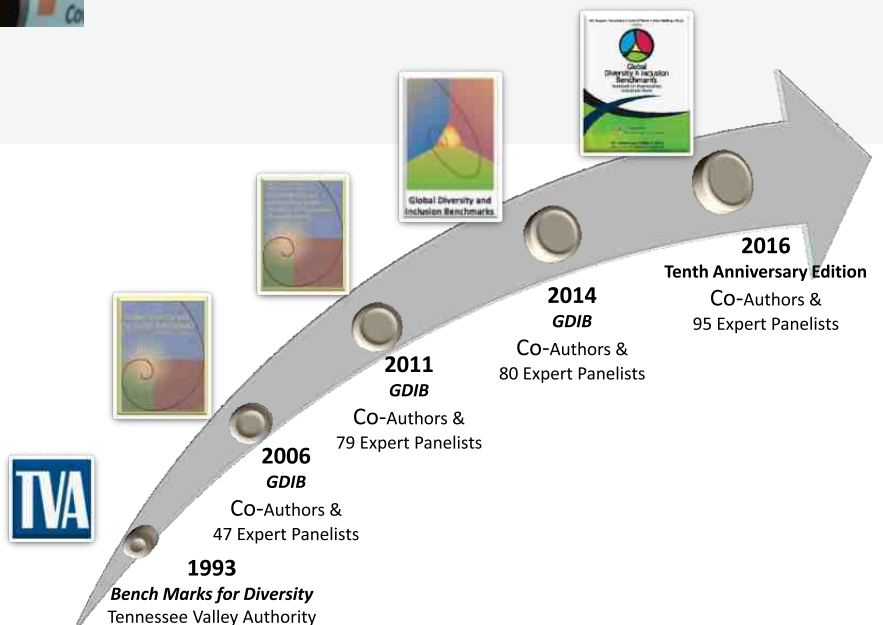
Former Governor, State Bank of Pakistan

On 27 Apr 2017, HR Metrics in collaboration with Ms. Julie O'Mara Chief Author GDIB 2016 (Former President American Society for Training & Development), launched this standard in Pakistan through a conference at Karachi. Ms. Marvi Memon, Chairperson Benazir Income Support Program and Dr. Ishrat Husain, Former Governor State Bank of Pakistan were guest of honor. Eminent speakers included CEOs/President of Leading organization, having significant accomplishment on D&I. Before the conference, organizations were invited to contest for D&I Awards and Top 10 organizations got awards. Objectives of the conference were as under:

- Facilitate organizations in developing a business case for Diversity & Inclusion to establish its linkage with organization's sustainability through bottom line impact.
- Educate the procedure for D&I gap analysis in 14 key business processes at organization to determine readiness on 5 scale (Inactive, Reactive, Proactive, Progressive, best Practices).
- Share the mechanism for progressive transformation of organizations from treating diversity defensively as a matter of legal or ethical compliance to positioning it strategically as an asset, to compete in the market.

Details at <http://thehrmetrics.com/diversity-conference>

# GDIB Evolution







## Diversity

The variety of differences and similarities/ dimensions among people, such as:

- Age
- Belief system
- Class/caste
- Culture
- Disability
- Education
- Ethnicity
- Gender
- Gender identity
- Generation
- Geography
- Job role and function
- Language
- Marital status
- Mental health
- Nationality
- Native or indigenous origins
- Parental status
- Personality type
- Race
- Religion
- Sexual orientation
- Thinking style
- Work experience
- Work style

## Inclusion

A dynamic state of operating in which diversity is leveraged to create a

- fair,
- healthy, and
- high performing organization or community.

An inclusive environment ensures equitable access to resources and opportunities for all

It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational societal goals.

# ultimate D&I GOALS *improving* Organizational Performance



Leverage an extensive range of backgrounds and skills to enhance creativity, innovation and problem solving



Increase engagement, motivation, and productivity



Improve the quality of work/life integration



Enhance the organization's reputation/brand as an employer of choice



Minimize risk/exposure and ensure compliance with legal requirements



Sustain an environment that treats people fairly



# Pakistan Diversity & Inclusion

## think tank



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



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



**Kimihide Ando**  
CEO Mitsubishi  
Corp. Pakistan



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



**Irfan Wahab Khan**  
CEO  
Telenor Pakistan



**Qazi Azmat Isa**  
Chief Executive  
Pakistan Poverty  
Alleviation Fund



**Ayesha Aziz**  
Managing Director  
Pak Brunei



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



**Jehan Ara**  
President  
P@SHA



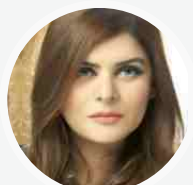
**Jahangir Piracha**  
Chief Executive Officer  
Engro Vopak Terminal Limited  
& Engro Elengy



**Saad Amaan Ullah Khan**  
President of Public Interest  
Law Association of Pakistan  
Chairman, Pakistan Innovation  
Foundation



**Sadia Khan**  
CEO  
Selar Enterprises



**Tara Uzra Dawood**  
President  
Dawood Global Foundation



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



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



**Roomi Saeed Hayat**  
Executive Director  
IRM



**Rukhsana Asghar**  
CEO  
Fulcrum Consulting Pvt Ltd



**Zahid Mubarik**  
CEO  
HR Metrics



# Global Diversity & Inclusion *Benchmarks* conference speakers



27 April 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



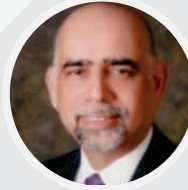
**Mr. Zafar A. Khan**  
Chairman  
Acumen Pakistan Limited



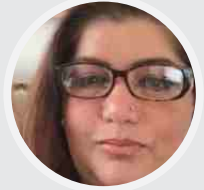
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Pakistan Ltd.



**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)



# 2017 Global Diversity & Inclusion Benchmarks

## Conference & Awards



Mr. Shazad Dada, CEO Standard Chartered Bank Pakistan receiving D&I Award from Ms. Marvi Memon, Minister of State/ Chairperson Benazir Income Support Program Pakistan



Telenor Pakistan



Engro Corporation



PPAF



Bank Alfalah



Fatima Group



Jazz



K-Electric



# award Categories

## GLOBAL DIVERSITY & INCLUSION BENCHMARKS AWARD 2017



Global Diversity & Inclusion Benchmarks



**[BEST PRACTICE]** Demonstrating current best practices in D&I; exemplary for other organizations globally.

**[PROGRESSIVE]** Implementing D&I systemically; showing improved results and outcomes.

**[PROACTIVE]** A clear awareness of the value of D&I; starting to implement D&I systemically.

**[REACTIVE]** A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures.

**[INACTIVE]** No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals.



# 2016 Gender Diversity Conference & Awards

25 May 2016 at The Institute of Bankers Pakistan



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



## Conference Speakers



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



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



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



**Saad Amaan Ullah Khan**  
President of Public Interest  
Law Association of Pakistan  
Chairman, Pakistan Innovation  
Foundation



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



**Mr. Leon Menezes**  
Practitioner  
Writer and Professor of  
Practice IBA



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



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



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



**Ms. Khawlah Usman**  
Director Business,  
Institute of Bankers Pakistan

## Discussion Topics

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



# 2015 Consular Generals' diversity Roundtable - Karachi

**Brian Heath**, Consular General of United States of America in Karachi.

**Gill Atkinson**, Deputy Head of Mission I 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



# 2015 Gender Diversity awards Governor House Karachi





# Way Forward

## 1. Diversity Champions

**Program:** Main aim of this initiative is to facilitate organizations in developing a D&I Champion, who can learn the Global Diversity & Inclusion Standard and implement at organization level. D&I Champion will be provided coaching on understanding the process of D&I gap analysis, developing a business case, benchmarking and action planning for 14 key business processes. Focus of the intervention will be the organizations sustainability through social and financial impact.

## 2. Women of Substance - Leadership Development

**Program:** Companies Act 2017 makes it mandatory for public interest organization to have one female at board. To grow women as effective member of board, 5 days' Training program is planned at Karachi. High performing women in managerial positions are eligible to attend



### A. Module A: Critical Competencies for Board Member (2 days):

- It will be conducted by highly esteemed business leader
- i. Essentials of Business and Financial Acumen
  - ii. Analysing Data for Strategic Business Decisions
  - iii. Communicating with Impact
  - iv. Developing High Performance Culture
  - v. Managing Ethical Relations
  - vi. Inspirational Leadership

**B. Module B: Director Training Program (3 days):** It will be conducted by Pakistan Institute of Corporate Governance Karachi.

## 3. Global Diversity Conference, Research and Awards 2018



## Merit Recasts Generations' FUTURE

Managing Human Resource, in any organization, is as challenging; as rewarding, if one has the passion to constantly manage the linkage between motivated workforce and the strategic organizational goals. To understand the memorable effort, I would like to narrate the background, thus enabling the reader to understand the context better.

The Bank has undergone the change of sponsors within the last three years. It is, but natural, to see a higher degree of anxiety amongst the Human Resource, at all levels, whenever the ownership changes hands. It is also very difficult to break from the age-old recipes used in troubled times i.e. lay-offs, cut the budget especially of soft areas like training & development and focus on re-grouping rather than expansion.

However, the Bank, with the support of the new sponsors, handled the situation untraditionally; with Re-deployment of Human Resources to better value generating areas, increased investment in training & development, elevations, promotions and at the same time, devolved authority with responsibility. The Bank, made an unprecedented turnaround from Red in 2013 to Blue in 2014, which showed the confidence, guidance and ability of the management coupled with the resilience of the Human Capital to take on the challenge and overcome all the related anxieties to synergize and deliver.

The top management conducted town hall meetings with the field staff, breathing confidence, listened

to their requirements and immediately provisioned requisite resources and support. This not only helped in reducing the anxiety but enabled the Human Capital to work towards a common objective, to turn the Bank around.

The banking industry generally in the recent past had out-sourced or contracted the lower cadre assignments like peons and drivers. The Bank was no different. They were being mostly hired on contractual terms and efforts were not made to regularize them, in line with the industry. The management not only regularized them but also provided them a prospect which the banking industry in particular and financial industry in general, had not heard of before.

The new management considers its responsibility to support the efforts of the lower cadre staff in the education and betterment of their children. I am proudly part of this very innovative initiative that would make a paradigm shift in the lives of the lower cadre staff. Regularization of the contractual staff was already being met in the past, with great joy and enthusiasm but this was something that touched their lives forever and left an indelible mark. Graduate children of lower cadre staff were offered free banking training like any new officer of the bank. They were given stipend during the training, coupled with professional attire. Those who

qualified the training were allowed to take the Bank's entrance test like any other candidate and eligible ones were inducted as officers in the bank. The Bank provided them with an opportunity and platform to change their destiny.

The day when these young boys and girls were inducted in the Bank, the sparkle in the eyes and the proud jubilation was seen in their parents, who despite meager resources had educated their children till graduation, was the day when working in Human Resources was rewarding.

Let us all play our part in improving the lives of others thus building the organization and the nation strong.

# BAKAR AHMED

Country Head Human Resource Division at  
Askari Bank Limited



Mr. Bakar Ahmed, SHRM SCP, Country Head Human Resource Division at Askari Bank Limited, brings with him a rich banking experience, presenting an impeccable portfolio of HRM, earned during the course of over 20 years of progressive responsibility and achievement in the field.

He has also been imparting knowledge to national and international participants at National Institute of Banking & Finance (NIBAF), State Bank of Pakistan (SBP) and Institute Bankers of Pakistan (IBP).

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**HR Metrics**



# Using **HCM Analytics** 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.

Course Fee for Single Module	Early bird (Valid Till 15 Sep)	Late Registration (After 15 Sep)
SHRM Members	\$150	\$200
Non-Members	\$200	\$250

- Full Course will be offered at \$1300 for early birds and \$1800 for late registration
- Class will be conducted on 10 consecutive Saturdays
- Class Timings are 12:00pm to 3:00 pm GMT +5.00 (Pakistan, Islamabad).
- In case if you need In-House session, please contact: [Quratulain@thehrmetrics.com](mailto:Quratulain@thehrmetrics.com)

**Human Capital Management Analytics**

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:

- 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.
- Identify measurement opportunities; diagnose HR financial and operational measures and understand the messages in measured data, with a view to become competitive, cost effective and yet responsive to business needs.
- 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.

## Key features

- Course comprises of 30 hours of virtual learning with audio and video facility. Recording will be available till one week after each session.
- First Module is mandatory for all the participants.
- 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/not opt for evaluation. Those opting for evaluation and obtaining above 70% marks in course assignments, will get "Certificate of Accomplishment" embossed with HCM Analytics Seal.
- Those who don't opt for evaluation or get below 70% marks in course assignments, will get "Certificate of Participation".



**Facilitator**

**Zahid Mubarik**

**SHRM-SCP, SPHRI, GPHR**

Zahid Mubarik is the CEO HR Metrics and founder President SHRM Forum Pakistan. He has the honor of being only HR leader from South Asia, who became member of ISO Geneva global HR Standards Development Group of 11 countries experts including USA, UK, France, Germany, Sweden, Switzerland, Austria, Norway, Netherlands, Portugal and Pakistan.

He led Pakistan in ISO global meetings in various parts of world including Washington, London, Melbourne, Rotterdam, Paris, Singapore and Bali. There are 162 member countries in ISO and currently Zahid is global Chair/Convener of Working Group on "HR Metrics Standard". Considering his meritorious services for global community, Zahid has also been elected as Member Board of Directors "Center of Global Inclusion" USA. This organization has developed first international standard on Diversity & Inclusion in collaboration with 95 global experts.

Zahid has been as Member Special Expertise Panel, Human Capital Measurement Metrics SHRM USA. He conceptualized the framework of Human Capital Analytics software to align HR performance with organization performance. Zahid is the Chief Editor of HR magazine and supervises periodic research report on Human Capital Benchmarking. An internationally acclaimed thinker, writer and speaker, Zahid is an active speaker in national and international conferences. His analytical HR papers and expert talks have been featured by international media including Microfinance Gateway World Bank Washington, CNBC, Daily Dawn and Business Recorder.





## Course Contents

### MODULE 1- Nov 4

#### ESSENTIALS OF BUSINESS & FINANCIAL ACUMEN FOR HR

- Role of HR in Shareholders' Wealth Creation
- Understanding Balance Sheet, Income Statement, Cash Flow Statement, Cost Benefits Analysis, Breakeven, Profit Margin, ROI, Compounding and Discounting.
- Difference between Data, Metrics and Analytics
- Activity Measurement & Impact Measurement.
- Data Analysis Tools
- HR Gap analysis and Benchmarking Technique
- Translating Intangible Data into Tangible Outcome
- Data Presentation Tools
- Challenges and Opportunities in HR Metrics
- Developing a Strategy for HR Metrics

### MODULE 2- Nov 11

#### RECRUITMENT METRICS

- Recruitment Yield
- Job Offer Acceptance Ratio
- Time to Hire
- Cost Per Hire
- Recruitment to HR Cost Ratio
- New Hire Retention Quality Ratio
- New Hire Performance Quality Ratio
- Opportunity Cost of Unfilled Jobs

### MODULE 3- Nov18

#### RETENTION METRICS

- Total Turnover Rate
- Voluntary Turnover Rate
- Involuntary Turnover Rate
- Opportunity Cost of Voluntary Turnover
- ROI of Hiring & Retention

### MODULE 4- Nov 25

#### TRAINING METRICS

- Workforce Competency Ratio
- Training Hours per Employee
- Training Cost per Employee
- Training Cost to HR Cost Ratio
- Internally Trained Ratio
- Writing Measurable Training Objectives
- Training ROI

### MODULE 5- Dec 2

#### EMPLOYEE GROWTH MODULE

- Promotion Ratio
- Rotation Ratio
- Internally Hired Ratio
- Career Growth Ratio
- Succession Coverage Ratio
- Succession Readiness Ratio
- Home Grown Leaders Ratio
- Leadership Quality Ratio

### MODULE 6- Dec 9

#### EMPLOYEE RELATIONS METRICS

- Gender Diversity Ratio
- Employees per Manager Ratio
- Workforce Service Profiling
- Workforce Age Profiling
- Grievance Resolution Time
- Grievance Resolution Ratio
- Separation Clearance Time
- Workplace Accident Rate



## Course Contents

### MODULE 7- Dec16

#### EMPLOYEE ENGAGEMENT METRICS

- Consequences of Disengagement
- Linking Employee Engagement with Key Business Outcomes
- Key Drivers of Employee Engagement
- Employee Engagement Tool
- Business and Financial Impact of Employee

### MODULE 9-Dec 30

#### RESULT BASED KPIs

- Measurable Objective Setting
- Performance Review and Evaluation Framework.
- Performance Rating from Ranking.
- Workforce Performance Ratio

### MODULE 8- Dec 23

#### RESULT BASED KPIs

- Understanding Business Value Chain and Organization Performance KPI's
- Designing Framework to Align Employees KPIs with Organization KPIs
- Balancing between Measuring Volume, Time, Cost, Quality, User Satisfaction and Impact

### MODULE 10- Jan 6

#### HR COST & ROI METRICS

- HR Employees to Organization Employees Ratio
- Human Capital Cost to Operating Cost Ratio
- Compensation Cost to HR Cost Ratio
- Salary Cost to Compensation Cost Ratio
- Benefits Cost to Compensation Cost Ratio
- Revenue per employee
- Cost per Employee
- Profit (EBITDA) per Employee
- HR Budget Variance
- ROI of Human Capital Investment

### Few Testimonials from HCM Analytics Virtual Course Participants



#### Oliver Kothrade

HR Director  
Panasonic Consumer Marketing Europe



As an HR professional, we need to be aware of direct and indirect impact of human resources activities on the financial performance of the company. The HCM Analytics Course helps HR Managers to gain a better understanding of how to measure and align HR activities for better business outcomes. This course gives you a very good framework of evidence-based HR analytics to improve quality of business decisions.



#### Asad Mujtaba Naqvi

SHRM-SCP, HRMP, SPHR , PMP , MBA  
Director Organizational Development  
Riyadh, Saudi Arabia

HCM Analytics Course keeps you abreast of modern practices in Human Capital Measurement. The metrics covered in the course are helpful in analyzing workforce performance from various dimensions including volume, time, cost, quality and user satisfaction. The online course proved to be better than expectations 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 broader knowledge base, job performance, professional growth and recognition.



## Few Testimonials from HCM Analytics Virtual Course Participants



### Saqlain Sher

SHRM-SCP, PMP, MCIPD, SPHRI  
HR Business Partner-MENA  
Doosan Babcock UAE



After attending this course on HCM Analytics, I have become a firm believer of the notion that "everything is measurable in HR. 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. Zahid Mubarak is a Thought Leader and knows the art of instilling new skills among participants through interactive learning. There was two-way communication approach and industry best benchmarked course material/data was used to illustrate the HCM analytics. We got all answers during the class discussion and it was a treat to exchange views with other industry experts during the session. We also got lectures recording which helped in review and comprehension. HCM Analytics Course sets you apart from your peers by enhancing your skills of delivering results rather than measuring activities only. I am confident that after having done this course, I will be more futuristic and proactive HR strategist: aiming to accelerate organization performance through better workforce productivity.



### M. Ehtisham Khan

Manager Learning &  
Performance Management  
Ufone Pakistan



"It was my first experience of a full fledged virtual learning session through WebEx and it proved to be a very good. All participants were eager to learn. Sharing industry examples, insights and exposure was really meaningful. Questions were not only encouraged but also answered to the best of the satisfaction of all the participants.

## 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"

### 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."

### Sheraz Karim

HR Director  
Pakistan S&P Global  
Market Intelligence



"Excellent discussions, insights and practical tools for concrete results"

### Samiha 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"



**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"

**Asila Khandwala**

VP-HR



It was a very good course which can be effectively used at our workplace.

**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"

**Syed Adudojana Mosab**

Senior HR Officer



This course was very useful as it cleared a lot of ambiguities regarding HR.

**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."

**Sana Mesia**

Manager HR



The Modules were created keeping in view the practical aspect of the Metrics. Overall it was indeed a Good course

**For More Details:**

Ph: 051 4939171, Cell: +92 331 5684648, +92 342 5579160 | [quratulain@thehrmetrics.com](mailto:quratulain@thehrmetrics.com) | [www.thehrmetrics.com](http://www.thehrmetrics.com)



# ZAFAR AZIZ OSMANI

**CEO Excelerate (Pvt) Ltd.**



Mr. Osmani is a well renowned, seasoned business professional and carries vast management and leadership experience spanning over thirty years.

Currently he is working as CEO at Excelerate Pvt Ltd. He is also serving as a Member of Executive Committee at Pakistan Institute of Management; Member of Board of Governors at Pakistan Society for Training & Development and Member of Advisory Board, Indira Group of Institutes, Pune, India.

He has recently been inducted as Member of Executive Board of Intercontinental Institute of HR Management based in Sri Lanka.

## Changing Dynamics in Performance Management

Performance Management is one of the most dynamic and difficult challenges for the HR managers as well as the Line Management leadership teams.

Driven by the desire to optimize value creation of employees towards achieving organization goals, HR professionals have been using various tools over last many decades in order to enable the supervisors to differentiate individual's performance and contributions and attempt to reward them accordingly. The idea is to create a vibrant result oriented work culture through motivating good performers, incentivizing those who have the potential to do more through greater application, identifying opportunities of skill development and giving messages to poor performers creating some pressure for performance.

Earlier stages of performance management system witnessed the concept of "Annual Confidential Report" (ACR), which was predominantly inherited from the government and public sector institutions. The system was characterized by setting standards of multiple assessment factors (e.g. Personality, Attitude, Character etc.), mostly very subjective and lacking transparent measurement capability, leaving the assessing officer with a great flexibility to exercise discretion in grading people. Three key issues were commonly faced in this system. Firstly, most employees, over 90 %, were rated A+ or A for ease of management and avoiding controversies. Very few got graded to B or C categories while almost no one was given a D or lower rating. Secondly, the system was not visibly linked to reward or career growth policies. Lastly, the assessments were kept confidential with concerned employees. Consequently the whole exercise, time, efforts and record keeping were simply a total waste of resources. The system was later evolved to more objective process by most organizations except Government Service and most public service organizations.

Private sector organizations adopted performance management systems based on measureable goals setting process, enabling supervisors to differentiate employee's individual value creation in a more objective and transparent manner. The system enables an effective implementation of pay for performance and incentives



where in addition to general demotivation talent attrition also became a real issue. Although the initiatives for change are in their formative phase in most markets including our regional markets, it is expected that in the next 2-3 years we will witness gradual shift in thinking and different approaches to performance in organizations will emerge as market norm.

With the need for change in the current

linked career planning by adopting the concept of Bell Curve (Forced Rating) categorizing employees in 4-5 shades, between Outstanding to Poor performers. In spite its major improvement over the ACR system and being being practiced today by most organizations in the business world, the Bell Curve concept is causing serious issues and challenges for most HR and line managers.

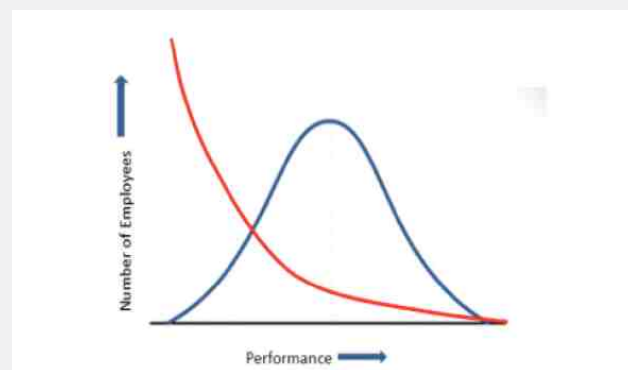
The chart below broadly shows the variation between the ACR ratings pattern and the Bell Curve system. Basically most good performers under ACR system (Red Line) are forced in the Bell Curve (Blue Line) and find themselves rated lower than their past performance record resulting in across the board demotivation for the vast majority falling in the middle.

Common experience is that over the period the Bell Curve system has become counterproductive as, instead of creating motivation for performance, every year after the end of process, 70-80 % employees, falling below top rating guidelines, are demotivated and become less productive. Considering as brand "Average" in the organization, they lose initiative and generally contribute bare minimum, just enough to stay in employment.

Realization of the negative impact of the Bell Curve system is increasing fast across the globe. Many companies have started making radical changes in their performance management system adopting new creative methodologies for achieving excellence in organization performance without using the bell curve as a performance tool. Some examples include IBM, Infosys, and Deloitte etc.

performance systems becoming more evident, it would be appropriate for our HR and Line Managers to start focusing on the real value of their current performance management systems. As a proactive approach, it would be prudent to start conducting studies within organizations, identifying overall impact of the system on employee motivation and systems contribution towards organization excellence including talent retention capabilities.

There are number of conceptual solutions and customized options which may be reviewed and adopted keeping flexibilities in the system to cater and respond to the uniqueness of every organization. Future competitiveness and survival or organizations will depend on the quality of people, their commitment and enhanced value creation where a dynamic performance appraisal system will be a great contributor.





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