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Kohei Sugawara

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Takashi Iwamoto

Professor of Yamagata
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Noriaki Kagawa

Representative Director -
HR Technology Consortium
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Co., Ltd., Japan



Kei Murakami

Executive Consultant
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Koichiro Sugie

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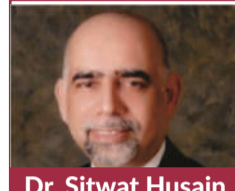
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**Dr. Sitwat Husain,
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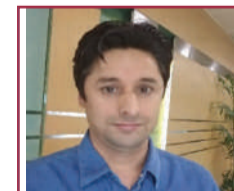
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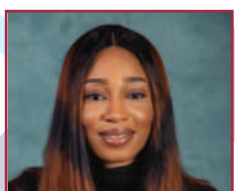
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Sameer Damani

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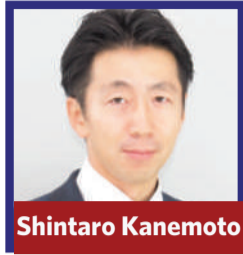


ISO 30414: Guidelines for Internal and External Human Capital Reporting
Certified Alumni of HR Metrics Pakistan and HCProduce Inc. Japan



Mariko Doi

Japan



Shintaro Kanemoto

Japan



Toshihiro Kurozawa

Japan



Daisuke Kobayashi

Japan



Tomotada Tsuchida

Japan



Keisuke Kimura

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Kunihiko Okayasu

Japan



Futoshi Usui

Japan



Hiromi Yonezawa

Japan



Hisahide Yoshida

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Kazuhiro Onuma

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Kentaro Tsutui

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Makoto Ikeda

Japan



Masaya Yamazaki

Japan



Oshiumi Keiko

Japan



Takuya Kasamatsu

Japan



Tomohiro Morita

Japan



Yasuhiro Wakasa

Japan



Yuriko Shiota

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Yusaku Matsui

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Masahiro Omori

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Takahiro Yamaguchi

Japan



Yoshiaki Fujii

Japan



Yuki Inotani

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Atsuko Horie

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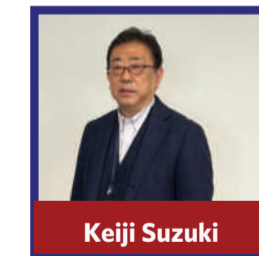
Go Yajima

Japan



Fumitaka Tanaka

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Keiji Suzuki

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Kumi Kogahara

Japan



Makoto Tanaka

Japan



Naoki Oshima

Japan



Mamoru Noguchi

Japan



Naoki Oshima

Japan



Shunsuke Hosaka

CEO & Founder
HCProduce Inc. Japan



Shunsuke Hosaka is the founder and CEO of HCProduce Inc. Japan. His client work involves helping organizations to develop succession planning, future leaders to adopt management skills, and organizations to introduce ISO 30414 to realize long-term growth.

Prior to establishing HCProduce.Inc, Shunsuke lead Organization and Leadership Development Practice Group for ten years at Dream Incubator Inc., a Japanese management consulting firm, and helped its clients develop leaders within the organization.

He started his career at Japan Bank for International Cooperation (JBIC). He worked on loans for infrastructure projects in Asia and the Middle East, and on debt restructuring under the Paris Club. He also served as the representative of the bank's Washington DC office.

Shunsuke received BA in Political Science from Keio University, and MS in International Affairs from the Florida States University. He is an authorized ISO 30414 lead consultant and executive coach.

The ISO 30414 professional certification program of HR Metrics provided me a lot of knowledge and practical skills that the standard document itself does not tell. Also, thanks to Mr. Zahid Mubarik, who has long contributed to the establishment of the ISO 30414, shared me his profound knowledge and experiences, as a lecturer. The lecture provided me with the details of each metrics and understandings of the formulas, and the case study allowed me to prepare for the real audit for ISO 30414 standardization. Owing much to this program, I was able to become the first ISO 30414 consultant/auditor in Japan, and Dream Incubator Inc. will be able to assist organizations to conform with global expectations as well as investors growing concerns on human capital management.



Kohei Sugawara

Co-founder & Officer
HCProduce Inc. Japan




Kohei Sugawara is the co-founder and officer of HCProduce Inc. Japan.

He is currently involved in developing solutions and consulting to devise human capitals reporting strategy for stakeholders as an authorized ISO 30414 lead consultant. Also, he is currently dedicated to designing and developing management schools that turn out business leaders for clients.

Prior to joining HCProduce Inc. Japan, he worked as a business producer for Organization and Leadership Development Practice Group at Dream Incubator (DI).

Before joining DI, he worked for Chori America, Inc. in New Jersey, US and was primarily involved in import & export trading and investment projects in petrochemical fields.



It has been a great experience to take the HR Metrics intensive program for the ISO 30414 Certification. During the course, I learnt the ideal process to assess the sustainability and innovation of organizations, from the HR point of view, which is already deemed essential and will become a standard in the near future, in the hope to penetrate application of this standardization to global markets including Japan, my home country. I am thankful to the entire team of HR Metrics, especially Zahid Mubarik: CEO for his professional lessons, in-depth knowledge, and attendance.



Takashi Iwamoto
Professor of Yamagata
University & Contract Consultant
of HCProduce Inc. Japan



Dr. Takashi Iwamoto is a Project Professor of Graduate School of Business Administration, Keio University since 2012 and an Industry-Academia Collaboration Professor of Yamagata University since 2018. He is also a Contract Consultant of HCProduce Inc. Japan, acts as a Member of Board of Directors of ICT CONNECT 21, Japan Association for Chief Human Resources Officers, Japan Public Affairs Association and SDGs Innovation HUB, and as a Chairman of the Judging Committee of HR Technology Award.

Before becoming a university professor in 2012, he worked as an Operating Officer for Dream Incubator, as a Research Manager for Nokia Research Center, Nokia, and as an R&D Engineer for Bell Laboratories, Lucent Technologies and for Semiconductor Sector, Motorola. He received his Ph.D. and MS (Master of Science) degrees in Materials Science and Engineering from the University of California, Los Angeles (UCLA) and his BE (Bachelor of Engineering) degree in Metallurgy from the University of Tokyo.

The enrolment in this course enabled me to learn the essence of the long-term activities of ISO/TC 260. I could deduce that each metric is determined through a lot of discussion and has deep meaning. Data availability, quantity and comparability are imperative when measuring the impact of Human Capital on organization's bottom-line. Also, this aided me in getting well-informed about the latest global trend of human capital reporting in addition to the regular contents of the course. ISO 30414 will help CXO in making critical decisions to improve the organizational performance. Previously, due to non-availability of Human Capital Disclosure Framework, the CHRO in our team was unable to quantitatively represent the impact of human capital on the organization, whereas, now, having a human capital report based on ISO 30414, CHRO can propose important actions regarding HR management in the CXO team. Additionally, ISO 30414 is beneficial to investors and helps building good relations with various stakeholders. There are very few firms in Japan which execute data-driven HR management, therefore, by having a global standard like the ISO 30414, it will be helpful for Japanese firms to start data-driven HR management.




Noriaki Kagawa

Representative Director -
HR Technology Consortium
CEO- High Growth Company
Co., Ltd.



Representative director of HR Technology Consortium (general incorporated association) and CEO of High Growth Company Co., Ltd.

After graduating from the Faculty of Law, Kyoto University in 1994, joined the Business Development Headquarters in KDDI. Joined Dream Incubator Inc. in 2001 as a management consultant and involved venture support. In 2007 joined JINS Co., Ltd., as an Executive Officer, led store operations and human resource development as a HR director, and launched employee education system. Joined Gunosy Co., Ltd., in 2014 as CHRO and ,in 2015 established HR Technology Consortium. Established High Growth Company Co., Ltd. in Jan,2017 and joined Payroll Co., Ltd. in Jul,2017 as a director to drive expanding the payroll outsourcing service and HR technology business. He is a ISO 30414 Contract Consultant of HC Produce Inc.



Being a part of this course was a great learning experience and helped me in gaining an in-depth understanding of the ISO 30414 Standard. Before taking the course, I only read the contents of the guidelines and did not fully understand the definition of mathematical formulas. Thanks to the trainer's polite and accurate explanation, as it did not leave any room for ambiguity and hence, I was able to strengthen my expertise by understanding each metric, defining it and learning to apply the relevant mathematical formulas to achieve the desired result. In addition to this, I learned practical application of the taught contents. In the case study session, we were able to practically understand that ISO30414 compliant HCM is leading to corporate transformation and future performance improvement. The two key take-away for me are that prior to the launch of ISO 30414, many decisions in the field of human capital management were often made for qualitative reasons but, compliance with ISO 30414 will now provide quantitative decision-making method and improve the accuracy of human capital decision-making. Secondly, adopting a standardized approach in human capital management, a lot of work can be done efficiently and more time can be allocated towards strategy-making.



Kei Murakami

Executive Consultant
Kotor Co., Ltd.
Japan



Kei Murakami is an Executive Consultant at Kotor Co., Ltd in Tokyo, Japan. After graduating from Tohoku University Faculty of Law, Mr. Murakami has worked as a fund manager at Tokai Bank (currently MUFG Bank) and its subsidiaries. After that he was engaged in market risk management at regional banks and Toyota Financial Services. Before joining Kotor Co. Ltd, he was a financial advisor at a pension advisory firm. Mr. Murakami is qualified as a CFA Association Certified Securities Analyst, and now, a Certified ISO 30414 professional as well.

Kei Murakami recently graduated as an ISO 30414 Certified Professional from HR Metrics. The ISO30414 coaching program consists of four parts: lectures, knowledge tests, case studies, and judgment skill tests. The lectures and knowledge tests are very important for understanding not only the ISO30414 metrics but also the human capital reporting process.

In the case study, Mr. Murakami created an audit report and according to him, it was extremely useful to have practical consulting experience through creating proposals, creating audit tools, and creating audit reports. In particular, learning how to improve the reliability and added value of proposals and reports will surely be useful in future practice.

In addition, the final judgment skill test provided an opportunity to reaffirm troubleshooting and solutions to various issues that may be faced in consulting, which will also be useful in practice.

Murakami believes the ISO 30414 Certification Program has helped him gain more confidence as a consultant in his professional lifestyle and practice.





Koichiro Sugie

Business Development Manager
Kitora Co.,Ltd.



Koichiro Sugie graduated from the Department of Business Administration, Faculty of Economics, University of Tokyo. He has been in charge of corporate strategy, business development, launching business overseas, etc. at listed companies such as major manufacturers, telecommunications carriers, and IT companies. He works at Kitora Co., Ltd., a leading professional recruitment firm and organizational advisory that focuses on professional talent within Japan, engaged in project management and consultant work of Corporate Governance, SDGs, ESG, IFRS, and ISO 30414.

Sugie, a recent graduate from HR Metric's ISO 30414 Certification, said the following about the program, *'Participating in HR Metrics' "ISO 30414 Lead Auditor/ Consultant Certification" program has been very beneficial in my consulting experience. In the lecture and discussion part, I was able to acquire practical knowledge and interpretation based on ISO 30414 standards for each measurement item. The lectures were very effective. They dig deep into the essential parts such as the background and reasons for setting each measurement item. In addition, the case study part is more practical, and the accurate feedback from trainers and examiners contributed to further improve the quality of practice. In the Skills test, the attitude as a consultant, such as critical thinking, was called into questions, and it was useful as a guide for consultant activities in the days ahead. All in all, Mr. Zahid's deep knowledge and always-seeking essence expanded the breadth and depth of my knowledge of ISO 30414. I would also like to express my deepest gratitude to Mr. Waqas Waseem, an examiner, for his accurate and meaningful feedback.*

The interest in human capital disclosure is now coming into the spotlight in Japan as well. I would like to promote activities for the spread of ISO30414.'



Masanori Koide
Senior Strategy Manager-
Customer Success Group
Salesforce
Tokyo, Japan



ISO 30414 Human Capital Reporting Standard provides qualitative and quantitative information on the workforce and HR practices. One of our notable alumnus from the ISO 30414 courses is Masanori Koide. Koide has Master of Engineering in Industrial Engineering and Management Science from Tokyo Institute of Technology, Japan, and Master of Science in Management (MBA) from Purdue University, USA. He is a member of Japan Industrial Management Association.

Prior to joining Layers Consulting, Masanori worked for a global HR consulting firm and strategy consulting firms to enhance employee engagement, strengthen organizations and support in building new business organizations for large companies in Japan. Koide has led multiple People Analytics and HR Technology teams. He has supported his clients in developing HR strategies, designing & analyzing HR data and HC KPIs. Koide also plays a vital role in planning and implementing HR initiatives such as talent management.

Masanori is currently working at Salesforce, as a Senior Strategy Manager in the Customer Success Group. He is responsible for strengthening the organization, supporting the delivery of operations and hiring, and managing KPIs. He likes to promote Data Driven management from the perspective of customer success at the leading SaaS provider.

According to Koide, ***“The ISO 30414 Certification Program enables me to help CHRO/HR leaders develop human capital management (HCM) strategies and initiatives, monitor their progresses, and communicate with finance and business leaders based on standardized metrics.*”**

The management of Layers Consulting has already begun to implement HCM Metrics and KPIs based on Koide's learning from ISO 30414. Now, they can conduct time series analysis of KPIs and compare KPIs across business units, and with external benchmarks. This allows them to make client management to plan, review, and verify HCM strategies and initiatives from a long-term point of view.

According to Masanori Koide, Japan has multiple clients which are struggling with synchronization between corporate/business strategies and HCM strategies. Without strategic contents, just disclosing HCM KPI figures has been proved to be insufficient for internal and external stakeholders. Thus, based on Layers Consulting's company strategy, they have supported Koide in developing HCM strategies, initiatives, selecting and prioritization ISO 30414 Standard to aide them in setting new targets and achieving on-going targets more effectively.



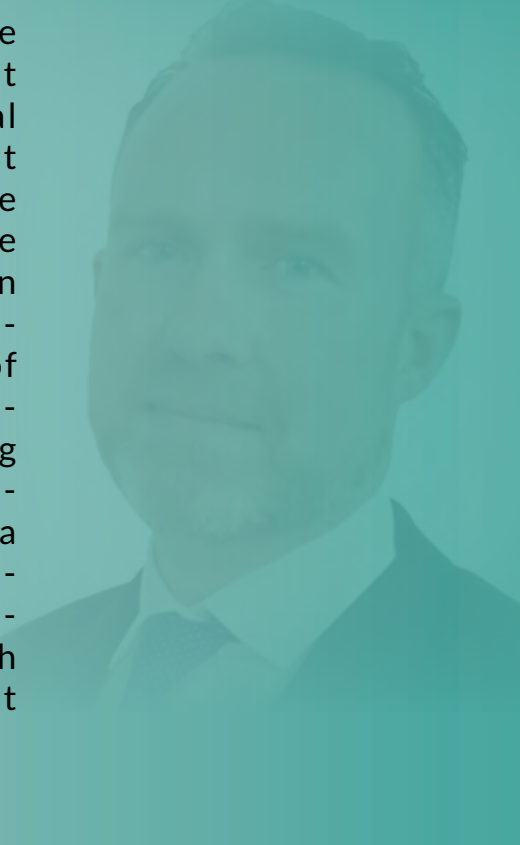
Karl S. Craven SHRM-SCP

BSc. (Hons), EMEM
Director HR Consulting
Spiral HR Limited UK



With a 23-year long career focused in international human resources, Karl has spent two-thirds of his career residing in expatriate HR roles (9 countries), often with a wider geographical region responsibility (up to 15 countries). Working primarily within the natural resources sector but also in chemicals, security, media and construction industries. Karl operates successfully in medium sized organizations but also large multinationals, intimate start-ups and complex joint venture operations. Having graduated university in 1997 with a BSc in Biological Sciences with Mathematics, he started his career in Human Resources with Halliburton on an international pension's project but over time broadened my exposure to cover all the main HR disciplines. Strongly believing in continuous development and Karl has self-financed most of his own education up to and including his Executive Master's program which was held with 3 different premier management schools in Norway and France. An active member of many HR professional charters who recently obtained the Senior Certified Professional qualification with the Society of HRM (SCP-SHRM). A capable HR leader, easy to work with, a generalist with a strong international focus and a very solid remuneration foundation. Karl's passion is to transfer best practices to HR service delivery and to bring transparency to otherwise complex processes. Culturally astute, innovative and he approaches HR from a win-win perspective first.

It is not very often that a training programme can fundamentally change the way you approach your professional life in such a positive way but after undertaking this course on the ISO 30414 guidelines for internal and external human capital reporting Karl will now be making significant changes to the way he measure HR successes in a business. Karl have been a HR professional for over 20 years and consider himself to have substantial depth and breadth of knowledge, skills and experience in Human Resource Management. He have found that people analytics, despite being increasingly important, tends to get the least amount of attention compared to other HR challenges like talent management, training, recruitment and other organisational development goals. Having learnt more about the standard, He recommend that every HR professional make reporting of these HR metrics in their top 5 priorities. Data analytics is the future of HR, especially in the new workplace environment and HR needs to speak the same language as the rest of the business. The ISO 30414 standard helps you achieve this; it provides you with meaningful business economics and puts HR issues front and foremost when developing an organisations future strategy.





Dr. Sitwat Husain SHRM-SCP, GPHR

Group Head HR
Habib Bank AG Zurich



Dr Sitwat Hussain is a diversified and senior HR practitioner, having worked for both local conglomerates as well as blue chip multinational companies, within and outside Pakistan. He currently works for Habib Bank AG Zurich as their Group Head of Human Resources, with the responsibilities spanning 10 countries across four continents globally. His 30 years plus experience has taken him across six different industries, including Banking, Pharmaceutical, Engineering and Insurance sectors. Dr Sitwat's span of responsibility, during these tenures, has taken him across more than 25 countries while working in different HR leadership capacities. With a double Major in business administration in the fields of both HR and Marketing, he is also an HR certified practitioner, trainer and instructor for both the society of Human Resources Management (US) as well as for the Human Resources Certification Institute (US). He has also been a member of the Human Resource Committee for the Board, at LUMS since the last 8 years. In the early part of his career, he was also associated with Armed Forces, in the Medical corps, having served in both Pakistan Army as well as the Pakistan Navy.

This learning, through ISO 30414 certification, helped us decipher the importance of measuring, monitoring, tracking and understanding the quality, of HR led processes within an Organization. Dr Sitwat saw the unique way in which HR professionals can help, accurately report on 'human resources' processes through a 'data-driven' approach towards people management, across all types of companies. Successful Organizations thrive on agile and nimble decision making processes and if that is supported by a "data-driven approach, across all facets of HR Service Delivery, it becomes the cornerstone for continued growth and prosperity. As the demands for better management, accountability as well as transparency continue to grow, within Organizations, the ISO 30414 standard provides both auditors as well as developers, the knowledge and the credibility to help both their own organizations as well as their clients', produce human capital reports & analytics that are meaningful for internal management purposes as well as for public disclosures to regulators and relevant stakeholders. If, as an "HR professional", you see 'value' in information that helps you to better manage, measure and predict 'workforce productivity' as well as 'performance', then ISO 30414 certification is the right first step towards a direction of building a sustainable and competitive HR profile.



Oliver Kothrade
HR Director
Panasonic Appliance Europe,
Germany



Oliver Kothrade live and work in Hamburg which is the 2nd biggest City in Germany. He made his Master Degree in Human Resource Management and German Labor law. He work for Panasonic since 2001, his current role is acting as the HR Director for Panasonic Appliance Europe. He like to work in this international environment of a global Japanese Company. He would describe himself as a hands-on generalist, pragmatic approach and always solution-oriented HR person with also a positive mindset and openness for challenges and changes. Beside his profession he gave lecture to students at the University Lueneburg in Human Resource Management. In addition he is also a honorary judge at the Labor and Social Court in Hamburg. He has also a passion in develop younger people into their first training profession and act as an auditor. Since 2012 he is also one of the founding members and deputy head of the German DIN committee HR Management, which is part of the ISO TC 260 working on global HR Standards. He has a strong believe that HR professionals should create accountable benefits for all kind of organization, therefore transparent Human Capital Reporting becomes more and more important.

He liked the atmosphere and diversity of the learning group, because exchanging of gained experiences in Human Capital Reporting is really a benefit in this course, if you have participants coming from different countries and industries/ branches. Also the CaseStudy for the certification process was very practical and provides a good learning curve what does it mean to become a Lead Consultant / Auditor for ISO 30414. It combines all the relevant perspectives of the HR reporting areas and metrics, as well as the reporting and system responsibilities and comparability of data and its interpretations based on gap analysis and conclusions and recommendation for Senior Management how to improve its internal and external HR Capital Reporting. If you are an HR practitioner and you would like to make the intangible human people asset of your company visible and add a HR value proposition and a competitive advantage for your company, don't miss to deepen you understanding, knowledge and insights of HCR.



Jehanzeb Khan
GM HR
Byco Petroleum
Pakistan Limited



Jehanzeb's proven Leadership qualities established; Lead from the front in International Mergers & Acquisitions Projects, Integrations, Restructuring and Organizational Transformation. Expertise in Organization transformation from traditional processes to business focused HR collaborating and Business Partnering Strategies; Acquired Global HR Modern Techniques; Strategic Interventions to multiple cross culture HR Governance, Design and Projects Execution that resulted in maximized organization performance. Improve Balance Scorecard Performance Measurement that converts long-term organizational strategy to realization through Key Performance Indicators (KPI). Expert in Leadership Development & Career Management, HR Digitalization, Digital Trainings, Organization Effectiveness, Employees Wellness Programs, Talent Development & Learning Organizations and C&B. Develop, train and lead diverse HR/ PMO teams, whilst improving industrial & employee relations (Workers Quality Circles/ CBA/ Labour Cases/ Workmen Litigations), retention and engagement across various regions.

Jehanzeb Khan believes that the real success for any progressive organization lies in its Human Resources, the people. In order to really tap the power of its people, the organization needs to have a solid model, framework and system in place for evaluating and monitoring its Human Resource matters on a quantifiable basis. This systematic mechanism, having meaningful parameters, can best be developed through ISO 30414 Human Capital Reporting Standard. The standard, being focused on the outcomes, helps the organizations in mitigating different risks and facilitates them in enhancing their credibility, transparency and reputation by delivering real value to all its internal and external stakeholders. Moreover, this approach allows effective human capital reporting which serves as backbone for implementing advanced people analytics, driving the bottom-line of the company. In short, the ISO 30414 offers a broad range of benefits to the companies that implement it. These include not only continuous improvement and operational excellence in the HR processes, but also managing the workforce strategically, interpreting return on investment of HR interventions, and creating long-term and sustainable value of the organization through its people.



Nadia A. Huda SHRM-SCP

Director- Human Resources
Vital Pakistan Trust



Nadia Akbar Huda is a Senior Certified Professional from the Society of Human Resources (SHRM) USA. She has more than 18 years of experience in Human Resource Management. Currently, she is the People Director at CBRE-Global Workplace Solutions, which is one of the Fortune 500 companies and is a leading global provider of Integrated Facilities and Corporate Real Estate Management. Nadia has done her MBA from the Institute of Business Administration (IBA). Most of her career has been associated with the Aga Khan Development Network (AKDN). Nadia has a diversified experience in different sectors including Health, Education, Information Technology, Fashion & Textile, Retail & Distribution, and Facilities Management Industries and has worked with cross cultural teams of different regions. Apart from different achievements during her career, she has also won three international awards, which includes Best Employer Brand Award 2016 in Dubai, Asian HR Leadership Award 2015 in Dubai and Asian Health Management Award for HR Best Practice in 2015 in Myanmar. Her aim is to implement best practices not only in HR but whatever she does, and she is also providing voluntary services to various community institutions. She strongly believes in continuous quality improvement, diversity & pluralism and life-long education.

She is happy to participate in the Lead Consultant/Auditor course on ISO-30414 - Human Capital Reporting. As part of her continuous professional development journey, she joined the team of Senior HR professionals for the purpose of learning and for enhancing her knowledge about International Standard and best HR practices. Nadia found this journey very exciting and thought provoking with a mixed input of theory & practical knowledge from each participating member, case study, judgment and knowledge-based tests. She quoted: if we cannot measure, we cannot improve therefore, HR analytics and metrics are very close to her heart and that's why she feel that ISO 30414 gives us the quantitative view of our most valuable asset and resource i.e. People. Its 11 clusters are showing the exact performance of the HR department as well as the overall health of the organization. It not only shows the correct picture of the organization to its internal stakeholders but also depicts the growth opportunity and future viability to its external stakeholder. She would strongly recommend HR community to remain engaged in any form of learning activity which guides it in the best practices and gives a clear perspective about new ways of working and if possible, do read and implement the international standards which are based on research insights, expert knowledge and excellent resources.



Mohsin Nishat

Head of Human Resources
Sustainability & Communications
Sapphire Textile Mills Limited



Mohsin Nishat is an engineer, MBA and MCIPD from Chartered Institute of Personal Development in the United Kingdom. Having gathered 24 years of experience in multiple corporate field, he is the Head of Human Resources Sustainability & Communications at Sapphire Textile Mills Limited.

Having worked in the fields of Human Resources, Operations Management, Supply Chain Management, Quality Assurance, Organization Development & Health Checks and Compliance & Ethics Management, Mohsin Nishat is a particularly seasoned individual. He is also actively involved in working on the ISO HR standards. This work stems from his belief that HR standards have the capability to create a lasting impact in the corporate world. HR standards equip organizations and professionals with the knowledge and tools to apply the most significant element- "People" along with the most consistent and best of practices. Before working at Telenor Pakistan, Mohsin was a part of HR at Unilever Pakistan specifically having roles in Employee Relations, Employer Branding, HR Business Partnering, Organization Development and Talent & Culture. His projects also included two international assignments based in Sri Lanka and one executed virtually with Unilever Asia Office in Singapore. Mohsin is also part of the board on curriculum advisory at NUST Business School in Islamabad and a member of a committee by Education Commission Pakistan on eligibility screening to accredit business schools in Pakistan. Agility, collaboration, and humility are his key traits along with an active commitment to polishing his functional and leadership skills. Coupled with this, his passion for teaching, sharing knowledge and exploring different cultures, make him a highly accomplished individual.

Mohsin aptly expressed how crucial ISO 30414 is in providing a mechanism that will enable organizations and professionals to evaluate their Human Resource agendas on a measurable basis. As a result, he insisted, the organization will reap the real power of people and people related policies and strategies. Additionally, ISO 30414 Human Capital Reporting Standard also facilitates the organizations in further enhancing their reliability as per their social responsibility to internal and external stakeholders. Furthermore, once human capital reporting is adapted thoroughly, the organization can then move onto the next step of implementing advanced people analytics. In conclusion, the ISO 30414 grants a plethora of benefits to its users, including but not limited to, interpreting organizational value, improvement of HR management, a better understanding of the returns generated due to human capital and enhanced analysis of organizations workforce.



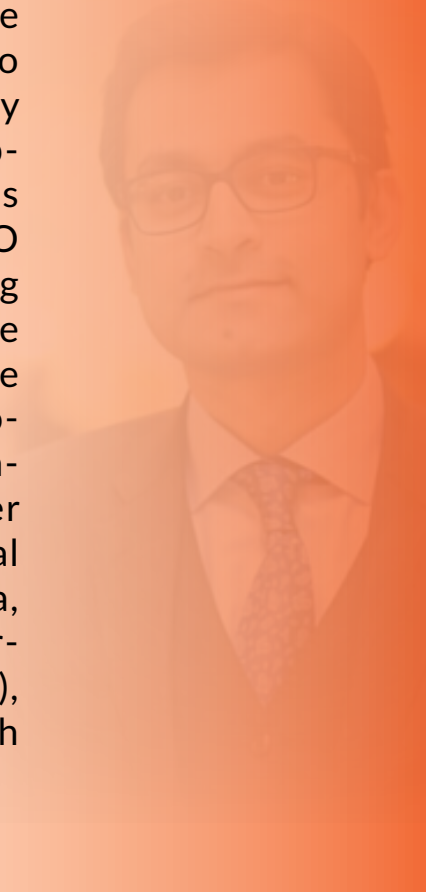
Tipu Zaheer SHRM-SCP

Head of Compensation &
Benefits ENGIE UAE



Tipu is extremely passionate about working with people who believe in functioning together, thinking together and growing together to achieve Strategic Business Goals. An experienced Human Resource professional with progressive experience of over 16 years with Human Capital management within Fortune 500 global companies over the last decade including Imperial Chemical Industries (ICI), AkzoNobel and ENGIE. Besides professional qualification his experience brings a wealth of subject matter expertise in people management strategies, strategic workforce planning, facilitation of change management program, steering organization rewards strategies and HR leadership. Certified SHRM-SCP, Tipu is presently working in a dynamic and growth focused market (GCC including South Asia & Turkey) and advising Business leadership on Reward strategies to steer organizational performance and market competitiveness for management of Human Capital.

2020 has been an interesting year which will be remembered for its uniqueness due to the COVID - 19 pandemic. With lockdowns in place Tipu thought about taking an optimistic view by committing himself to learning milestones. While he was in search of a program, which really challenges my intellectual appetite, but at the same time help him to support business and organization navigate through human capital challenges of present and future. This thinking exercise led him to sign up for ISO 30414 Lead Auditor certification. Business organizations are navigating through complicated challenges and more than before are exposed to take critical and informed decisions. This puts immense responsibility on the shoulder of Human Resources Leadership to support this navigation process and the application of ISO 30414 standard will only further strengthen the organizational human capital maturity. He is a seasoned HR leader with progressive experience of diverse geographic markets, human capital management trends having exposure of industries varying academia, chemicals & manufacturing, Energy (Thermal, Renewable, Water) in fortune 500 companies including Imperial Chemical Industries (ICI Pakistan), AkzoNobel and ENGIE. Tipu is a keen professional who keeps tap with market trends and believe in giving back to the society and community.





Syed Sajid Raza
Senior Human Resource
Consultant
Milan Solutions



Having an overall 23 years of experience out of which 15 years in leading & controlling HR & Admin department in various multinational organizations in Pakistan including OPI International, SGS Pakistan, Asia Petroleum Limited, Habib Oil Mills, Total Parco Pakistan Limited-Lahore, Total Oil Pakistan Limited-Karachi. His last assignment was in a manufacturing FMCG concern, Iffco Pakistan where he was leading & managing overall HR & General Administration for almost 6 years. Prior to that Mr. Sajid has worked in TOTAL in Pakistan. TOTAL is among the top 5 Oil & Gas exploration company in globe with successful footsteps in the major part of the entire world. He possesses rich exposure & experience in the core HR areas such as Recruitment & Selection, In-House Training, Employee Relations, Dealing with Labor Union, Handling matters in Labor Courts of Pakistan. Few areas of expertise are Effective Communication at all levels, Organizational Planning & Development, Managing Compensation and Benefits Scheme, Policy Administration, Employee Engagement, Employee Relations, Rewards & Recognition Programs, Succession Planning, Reports Development etc.

ISO 30414 Human Capital Reporting standard provides a complete structure of quantifiable management of Human Resource in any organization. It's a practical approach to address the questions raised by stakeholders as well as the shareholders. For every HR professional, it's a great learning tool that enables us to learn to identify the operational gaps & to articulate the benefits of core HR functions. ISO 30414 Human Capital Reporting Standards are designed to help the organization to make business decisions for their sustainable growth. Human Capital reporting usually provides the info about the efficacy of the workforce. This also enables proactive business decisions which transform the positive top & bottom lines of the business. In Sajid's opinion, the entire module of HCR is a must to do for every HR professional. It gives a thorough knowledge about the reason for the existence of HR in an org. It further helps in increasing the knowledge gained at the time of our university / Institute education. After attending training, the HR professionals should be able to quantify their efforts amicably & should be able to present the meaningful inputs & results in front of the Management or Board of Directors.



Farooq Bilal SHRM-SCP

Deputy Director HR
DHA Karachi



Experienced Senior Manager Human Resource with a demonstrated working history in Technical Recruitments, head hunting, Spearheading HR Operations with a manning level of over 15000 employees nationwide and also at international level. Having a strong admin & coord experience at the back being a veteran after serving in Army for 23 years. He has been successfully managing the HR functions in the leading construction organization since 2016, the roles and tasks include identifying the HR gap, recruitment, onboarding, implementing HR policy across the board, making, managing and implementing retention policies including promotions etc. A qualified certified professional of Society for Human Resource Management SHRM-CP, Certified Practitioner and Coach of Neuro Linguistic Programming having degree of LLB and MBA HR. Hardworking, agility and creative ability is his forte. He is also a visiting faculty member in various institutes where he teaches different HR disciplines. Being a law graduate he has sound expertise and knowledge of Pakistan Labor laws and their implications on Human Resource. He has a proven ability to function as a Strategic HR Business Partner and being Innovative & strategic in implementing successful human resources management strategies to support the corporate mandate of organization.

This certification has added a great value to his learning capacity by meeting the latest market needs such as knowing about quantified return on the investments incurred on Human Resource and gives a professional edge by meeting the required organizational demands. Undergoing this certification will not only help the individuals but also organizations a great deal by increasing understanding of senior management about the HR as to the number of work force and costs incurred on them but will also enable them to find out as where the money is being expanded and how maximum productivity can be ensured. Organization can also include these outcomes in annual reports to enhance visibility of external stake holders. His advice to HR Community is that, all professionals must enhance their competencies and skills to ensure their survival and upgrade their knowledge by learning latest tools such as ISO HR Standard 30414, doing this will keep them competitive in highly competitive market and will ensure they are productive for the organization.



Farhat Ali SHRM-SCP, SPHRi

Service Area Lead
ABACUS



Farhat is Service Area Lead for Talent Analytics at Abacus. He is a Senior Certified Professional (SHRM-SCP) from Society for Human Resource Management and is also certified as Senior Professional in Human Resources-International. He is a key member of the survey team and has significantly contributed to the areas of compensation & benefits, employee engagement, 360 assessments, and total rewards advisory. He has served different business sectors including FMCG, Pharmaceutical, Telecom, Financial Sector, Oil & Gas and Logistics. Being a self-motivated & result-focused individual, he merges his diversified workplace experience of more than 10 years in building up a strong HR platform which forms the basis for his strong analytical skills. A well-presented, productive, team and goal oriented individual who constantly achieves exceptional results. In the past, he had conducted training for both corporate and academic sectors including HUBCO, University of Management and Technology, Institute of Knowledge and Leadership, Samsung etc. He believes that every individual is unique and learns differently. He has been a pivotal contributor to the top organizations in developing their human capital strategies for more than a decade now.

ISO 30414 Human Capital Reporting standard provides a complete structure of quantifiable management of Human Resource in any organization. It's a practical approach to address the questions raised by stakeholders as well as the shareholders. For every HR professional, it's a great learning tool that enables us to learn to identify the operational gaps & to articulate the benefits of core HR functions. ISO 30414 Human Capital Reporting Standards are designed to help the organization to make business decisions for their sustainable growth. Human Capital reporting usually provides the info about the efficacy of the workforce. This also enables proactive business decisions which transform the positive top & bottom lines of the business. In Sajid's opinion, the entire module of HCR is a must to do for every HR professional. It gives a thorough knowledge about the reason for the existence of HR in an org. It further helps in increasing the knowledge gained at the time of our university / Institute education. After attending training, the HR professionals should be able to quantify their efforts amicably & should be able to present the meaningful inputs & results in front of the Management or Board of Directors.



Romana Azaz SHRM-SCP

HR Business Partner
Bayer Pakistan (Pvt) Ltd.



Romana Azaz is an HR Professional working as an HR Business Partner in a leading Multinational Company, Bayer. She graduated as a Medical Doctor and practiced medicine from Aga Khan University, Jinnah Hospital Karachi & PIMS Hospital Islamabad. After joining Bayer in 2005, she explored her talent not only in medicine but also in Marketing and Sales. During her tenure, she kept on upgrading her knowledge & education by obtaining certifications in HR, Marketing, and Sales. She conducts Performance Management, Talent Management through personnel organizational conference, coaching & sales training for Management & Sales team to enhance the business value, performance, and excellence. She is currently also holding the position of Chairperson of the Harassment Committee in her organization and HR Lead for Diversity & Inclusion.

It is essential to have a holistic picture of the organization & how to develop and support the foundation for which people analytics standard like ISO 30414 is necessary. The ISO 30414 Standard promotes higher transparency for the stakeholders since it enables the user to carry out HR data analysis and hence quantify the HR processes. In turn, HR professionals are able to evolve and adopt global business practices through the application of ISO 30414 Human Capital Reporting Standard. Romana, as a successful HR Business Partner acts as an employee champion and change agent. She is an enthusiastic learner and enjoys gaining knowledge through academic endeavors; practical experiences. The enriching experience of ISO 30414 has significantly increased Romana's understanding of the crucial business mechanism and strategic HR practices in order to achieve organizational goals. Additionally, Romana believes that one needs to have hobbies, passions & dreams for a healthy mind. She is passionate about reading, exploring the world with its different cultures, and meeting new people and her mantra is Stand strong, Believe in yourself, Chase your dreams.




Muhammad Bilal

CHRP
Head of HR Operations
Bayer Pakistan (Pvt) Ltd.



Bilal, currently working as Head of HR Operations at Bayer Pakistan Private Limited. As part of HR solutions, he leads HR Operations team of individuals managing Talent Attraction, Total Rewards, Organization Management (SAP), Company benefits and HR policies to provide support across all business divisions. An HR enthusiast with 15 years of experience, with the inception of his career from GSK as HR Generalist followed by the current organization. In Bayer, he has leveraged from various opportunities to gain exposure in multiple functions of HR, where his contribution has been highlighted in projects like Policy Harmonization, Acquisitions, entity mergers and various other assignment that he has been acknowledged for. His role enables him to strengthen the culture of collaboration and agility across his team, peers and the stakeholders he interacts with and it challenges him to equip himself with all the necessary resources to provide the best solutions to the business. Bilal belief in constant learning and exploring has been instrumental in his career, leading him into situations that has helped him build himself professionally. Reading book and poetries, family time and being socially active are some ways that he engages himself to maintain his well-being.



The workshop ISO-30414 certification was a very moving experience. He was glad to witness Zahid Mubarak guiding all the processes very effectively. He really acknowledged the on job learning experience that was shared by other participants form different industries as well. Great presentation style with lots of opportunities to ask questions and talk about real life examples which all made for a really enjoyable and informative course. He was particularly impressed with the practical use of the material shared. It is truly strengthened HR analytical thinking and draw meaningful and impactful outcome to support the organization in terms of decision making certainly accelerate the performance & productivity. Learning the metrics and experimenting in daily HR matters is surely a game changer for HR community. Via this training, he experienced additional perspective and approach toward the HR numbers and how to convert the commentary in to numbers that help and support to take a decision for the betterment of the organization. Importantly, the conduction of online exam, especially the feedback on our case studies and audit report was communicated in a very meaningful way by covering the all aspects of metrics.



Saqlain Sher SHRM-SCP,SPHRi

Senior Manager HR
PTCL



Saqlain has worked on senior roles across the GCC since 2001 in Oil & Gas and Power sectors during his last eighteen (18+) years of experience. He has worked with Saudi Binaladin Group -Saudi Arabia, Descon Engineering Limited-Pakistan, Olayan Descon-Saudi Arabia, Attila Dogan & Seeh Al Sarya LLC Oman, Al Hassan Engineering Abu Dhabi LLC-UAE, and Doosan Babcock -UAE. He possess varied and rich exposure in all aspects of Human Resource, Performance Management, Recruitment & Selection, Training and Development. Saqlain holds a Master 's degree of Business Administration in Human Resources from SZABIST Dubai, MCIPD from CIPD-UK, PMP from PMI-USA, Senior Certified Human Resource Professional Certification from SHRM-USA, SPHRi from HR-CI-USA. He is pursuing PhD from Islamia University Bahawalpur in the field of HR and working on Novel topics for his research. He is seasonal HR Professional and recently participated for Exam Development of SHRM certification in Las Vegas, USA from Pakistan, he is also a member of ISO Standards NMC Pakistan. He recently certified by The International Center for Enterprise Engagement as Lead Auditor for ISO-30414.

ISO 30414 is an international HR Standard, is required to ensure your organization is monitoring and developing the workforce effectively against global benchmarks. ISO 30414 not only fulfill the requirement of regulators and stakeholder by disclosing the health of the organization but also support the customers, employees, and communities to compare organization itself with past performance and in the industry as well. ISO 30414 certifications provide organizations making such disclosures meaning that they have demonstrated a strategic commitment to conformance with worldwide accepted standards. The use of the ISO 30414 standards for corporate responsibility reports also reflects a commitment to providing relevant and more comparable information to stakeholders which leads to sustainability and growth. ISO 30414 benefits may include but not limited to, increase in transparency for internal & external stakeholders, human capital investments & ROI comparisons, to recognize the value of the human capital of your organization, improve the HR Performance, Productivity, and profitability. The ISO 30414 certification is the source for the knowledge and credibility to help to produce human capital reports and analytics for compliance.



Junal Maria D'cruz
HR Business Partner
Bayer Pakistan (Pvt.) Ltd.



Junal Maria D'cruz is currently working as a Human Resource Business Partner for the Pharmaceuticals Division at Bayer Pakistan Private Limited. She is responsible for working closely with the relevant stakeholders and is deeply involved in analyzing, developing and implementing solutions to support and align the business goals and also works on designing strategies in the context of human resource management. In 8 years of experience as a Human Resource Professional, she has had the opportunity to work in various functions and projects of HR including Compensation & Benefits, Talent Attraction and Talent Management; that has allowed her to comprehend the role of HR on the whole. To drive alignment with Global strategies and act as change agent in collaboration with business to engage employees through new performance management approach and enhance the culture of teams and organization based on the company's values are some of the key projects she has been associated with and is acknowledged for; and it has helped shaping her up as a professional HRBP. As an HR enthusiast, Junal believes that understanding the business mechanism and effectively communicating the impact HR creates on business through data analytics is the key to successful strategic partnering.

As an HR Business Partner, the understanding of ISO Standard 30414 has enhanced her perspective on the usage and scope of HR Metrics in the organization; and this learning experience has enabled her to conduct HR data analysis as per the ISO standards that helps in creating a better understanding of the financial returns on investments in human capital for the stakeholders and creating transparency. The usage of ISO 30414 supports the organization to analyze the human capital contribution and provides standards to report on human capital through a data driven approach to people management. It provides insights and highlights the good practices and improvements in HRM processes to boost the company's performance and productivity in comparison with the industry's standards. To ensure successful partnering with business, in addition with the understanding of the business acumen, it is essential that all HR Professionals invest their time in this valuable learning opportunity, as this course enables to comprehend the use of metrics and provides relevant information and guidance on business critical human capital issues to the internal and external stakeholders on how we can continue to achieve value through people in the organization and to sustain performance and productivity.



Shahina Hussaini SHRM-SCP

Senior Manager HR Policies & Governance
HBL



Shahina Hussaini is an experienced Human Resource professional working in the banking industry for over 6 years. She has thorough experience in various Human Resource areas including HR Policies, Governance, Rewards and Operational Risk. She has developed a solid track record by achieving results and exceeding expectations in a fast paced, competitive environment. She demonstrates strong leadership capabilities with the ability to advise, influence and guide people to help accomplish organizational goals. An ambitious and goal focused individual with strong business acumen, Shahina is committed to add value, thrive on challenges and translate business vision into actionable initiatives which reflect growth and employee engagement. Shahina is SHRM Certified Professional with a strong community and social services experience and has completed her M.B.A. with majors in Human Resources from Institute of Business Management. Currently, Shahina is working with HBL, the largest private sector bank in Pakistan, as a Senior Manager HR Policies and Governance. Her exposure to working for Board committees has given her an opportunity to engage with and gain insights from the management, handling regulatory inspections has helped cultivate strong analytical skills and analyzing and developing domestic and international HR Policies has helped her inculcate a global mindset.

ISO 30414 helps bring out the true essence of the Human Resources by quantifying, analyzing and presenting the people performance of the organization. Stakeholders' engagement is becoming increasingly important and, hence, it is critical to have the right people strategy in order to align with the overall business strategy. The ISO 30414 Human Capital Reporting Guidelines Standard consists of 11 areas of Human Capital management with specific recommendations for small, medium and large organizations. Therefore, the standard is a good fit for all types and sizes of organizations in all parts of the world. With the evolving times, shareholders are beginning to realize that company's true competitive advantage lies in human capital management. Hence, they are keen to see logical and verifiable connections between human capital investments and organizational outcomes. ISO 30414 is the perfect tool to help visionary HR leaders drive the required change, create an impact and establish meaningful scorecards for managing people initiatives in order to achieve better and distinctly visible results. Adoption of the ISO 30414 facilitate HR leaders to present the data and return on workforce investment with the overall organizational performance. It exquisitely "quantifies" the details making contribution of the Human Resources extremely valuable.



Sadia Jehanzeb
Former Senior Manager HR
Habib University.



Sadia is a senior human resource management professional with a Master in Business Administration majors in Human Resource Management & Bachelor's Degree in Business Management from Institute of Business Management (IBM). An expert in Management within Financial Institution including Banking and Asset Management, Education, FMCG & Management consultancy. She has experience in diverse areas including Wealth Management Consultants, Investment Bankers, Portfolio Managers, Administrative and Finance professionals, Faculty and Engineers. She has managed recruitments of personnel in multiple locations over a large geographic spread from Karachi, rural Sindh to Northern Areas of Pakistan including expatriate recruitment and management for senior and specialist positions from US, Europe and Middle East. Sadia has led HR Transformation Project for Faysal Asset Management Limited by re-structuring Organization, revamped HR policies and SoPs, introduced commission based Salary Structure for Portfolio Managers and Wealth Managers. Her understanding of Pakistan's Labour Laws, Statutory Framework and communications skills remain strengths that compliments to her Leadership Qualities while Leading HR Portfolio and Projects.

The ISO 30414 is a major achievement and an important step towards bringing standardization of measures and reporting to the HR field. This certification enlightened Sadia with the purpose of each metric, the precise formula to be applied with its vitality. Human Capital Reporting is always been considered as challenge for managers but by opting ISO 30414 it is possible to continuously gain greater insight and comparative information about an organization. Investors, customers and management need to know more about the human capital in an organization. So, rather than looking at HCR as a burden and a compliance issue, organizations can gain incredible value by choosing 30414. The result we all would enjoy is improved productivity and delivery of organizational objectives. She hope that leading organizations will adopt ISO30414 to provide this greater transparency and visibility for their investors and employees. She recommend that everyone in HR field become familiar with the standard and, if the organization is not reporting these measures internally today than organization must consider them for measurement and reporting strategy going forward. In the future investors and employees will inquire for these and we should be reporting on them internally to best manage our human capital.



Usman Shabbir SHRM-SCP

Manager Corporate Administration,
PTCL



Usman Shabbir is an aspiring and self-motivated Certified HR Professional (SHRM-CP & HCM Analytics Qualified), having 6 years of diverse experience of working with Top Management in HR Operations, Strategic HR and Corporate Administration in PTCL and AWT. Prospects of achieving challenging and time sensitive targets & objectives; and delivering results beyond expectations excites him. He actively pursues these opportunities in his all professional assignments. He is a team player and is always willing to go an extra mile for the team. Usman has a keen eye for details and proven capabilities of reporting, design and improvement of processes, measurement of impact of HR initiatives; formulation and implementation of impact oriented policies and objectives for diverse set of Human Resource. In pursuit of all around professional development, he ventured into field of Corporate Administration developing capabilities of Budgeting, Capex and Opex planning, planning and monitoring execution of larger scale projects and reporting. He strongly believes in continuous professional development and cherishes all opportunities of formal and informal learning and development. Usman has a passion for reading and his favorite pastime is reading literature.

ISO 30414 standard is a comprehensive and structured approach that establishes ground rules and parameters for HR professionals in order to enable them to showcase value of Human Capital of an organization through Human Capital Reporting (HCR) to organization's stakeholders. Additionally, the standard prepares HR department to lead reporting initiative by highlighting HR opportunities and challenges for the organization. The standard provides invaluable guidance on how to approach measurement in HR, how to Measure and responsibilities of HR department to ensure that HCR becomes an integral parameter to judge value of an organization. Adoption and conformance to the ISO 30414 will enable organizations to understand precise value of its human resource, identification of opportunities to optimize this value for maximum financial benefit in future and timely identification of risks that have potential to lead the organization in legal hot waters thus giving opportunity of proactively resolution. It will also enable organization to focus on high impact initiatives for enhancement of employee engagement. Standardization in general and standardized measurement in particular, in all disciplines and functions, will be cornerstone of sustainable value creation and financial success of organizations in future. Organizations consciously working towards standardization will ultimately be better prepared to achieve maximum benefits from opportunities in their context.



Sikander Rathore
Business Partner
Transformation Segment
Bayer Pakistan (Pvt.) Ltd



Sikander each day to look for and take leverage of experience gained from the ecosystem, keeping in mind to shape the better version of himself. Carrying in his professional baggage is an extensive experience of 12 years, mostly working within the Human Resource function and broadening his learning in almost every element of the Human Resource functions. To name a few; Talent Management, Learning & Training, Organizational Development, HR Consultancy, Merger & Acquisition are the areas where he plays a pivotal role. Presently Mr. Sikander is taking care of Transformational Segment and Human Resource facilitation for South Asia and Human Resource Business Partner for the enabling/support function of Bayer Pakistan Private Limited. His exposure to work in international, diverse culture with Global Talent Management team has allowed him to expand his perspective to unlearn and relearn new dynamics in Human Resource with a passion to celebrate & exchange knowledge with societies and people commonly known as human asset in HR world. Mr. Sikander enjoys reflecting, connecting and rejoicing with his family and friends during his leisure time.

Being part of ISO-30414 certification offered by HR Metrics was & will remain a great journey towards learning & development. The virtual set-up, content, participants & the facilitator Mr. Zahid Mubarak all this add up to be a great experience. It was unlike regular certification but a chance to pause and reflect to the content but also to hear and learn from participants across different industries that how one is practicing it in a day to day professional life. Certainly, an opportunity and podium to connect and network with HR fraternity. The learning value take away for me is to have fresh perspective and angle toward the HR numbers and how to make those numbers speak up for tangible actions. Enhanced HR analytical thinking and draw meaningful and impactful outcome to support the organization in decision making certainly accelerate the performance & productivity. Learning the metrics and experimenting in daily HR matters is surely a game changer for HR fraternity. It is a tool that supports & enable HR to co-create excellence with the business. Most importantly learning via virtual exam & case study project was the highlight to ensure that how all learning and metrics were to apply in organizational context.



Sana Rehman

CHRP

DM Recruitment & Training
Pakistan Suzuki Motors



Sana is Accomplished, Articulated & Detail-oriented Seasoned HR Professional (MBA HR, CHRP) with a proven track record of 09 years' service in Manufacturing & Service Organizations, for leading, aspiring and developing Human Capital. Her forte includes Talent Attraction & Leadership, Capacity Building, and Employer Branding. Currently she is serving as Deputy Manager Recruitment & Training in Pak Suzuki Motor Company Limited. She truly believes in mojo of "Self-Belief" for achieving the life one wants to live. She advocates the ideology of Employee Championship and Diversity & Inclusion. An efficacious team player with ability to communicate well at all levels. She is Goal-driven professional with strong HR and business acumen and the ability to align human resources more closely to the organization's strategic & operating objectives. Her Mantra is; Let people fly above and beyond. Sana has guided, counseled, interviewed, hired and developed many Seasoned Professionals, Future Leaders and Undergrads to align their potential with the organizational goals. Her ideology is; this given life is enough if you live by compassion and empathy. Besides she enjoys her role as Certified Neurolinguistics Practitioner as well as Teaching faculty and Career Coach to guide and train the Human Resource.

Learning about this standard has significantly upgraded by knowledge of Key Human Capital Reporting (HCR) areas. It is first globally accepted standard for systematic and strategic HCR, which comprises of 11 core HCR functional areas with 58 employee-related matrices to measure the HC performance. Through provided comprehensive set of Guidelines, this standard is easy to implement, have more objectivity, and can be applied to any organization type, size and nature of business. The best part is its alignment with organization's strategy, mission, vision and values. Organizations, who value quantifying results, evaluating, reporting and getting certifying in this standard, develop an environment of trust for their internal & external stakeholder, shareholders and investors and help in better decision making with an ease to assess their future performance viability. Thus, they create and preserve Human Capital value, observe more productivity and growth in long run. Utilizing and implementing this standard shall help the CHROs and HR professionals to have their voice heard at C-suite and board members meanwhile positioning them as "HR influencers" through its broad HR spectrum reporting and focused business relevant KPIs. it also helps in identification of HR related opportunities and associated risk, thus creating competitive advantage for the organizations.



Waqas Waseem PHRi

Manager HR

Pak-Qatar Family Takaful Limited



Mr. Waqas Waseem brings with himself over 14 years of multi-faceted experience in Human Resources in FMCG and Financial sector of Pakistan. During his career with reputed companies, Waqas has worked in key HR disciplines such as Talent Management, People Operations & Development, Culture & Values, Automation & Digitalization, Performance Management, Customer Experience, Employment Relations, Compliance, and Change Management, to name a few. Having graduated with a specialization in HRM, he started his career in HR with Pakistan's top Food company where he contributed HR support to business in revamping company's vision and culture preferences, oversaw employment life-cycle, and managed labor relations. His next stint with Pakistan's leading Takaful company included talent acquisition, revamping policy framework & grade structure, assessment centers, performance management, reward & CSR programs, and HR automation. A staunch believer of excellence through continuous development, self-assessment and coaching, Waqas has undergone various professional training along with international certifications to keep himself abreast with global workplace trends in the field of HRM. A futuristic HR leader with focus on measurement, planning, and service delivery, Waqas' passion is making work and workplace meaningful, and making people at their natural best through cultural dynamics, investment in people, and technology use.

ISO 30414 certification was an amazing learning experience for Waqas that provided him greater insight to the HR profession. It reshaped his thinking with a wider perspective of HR's approach to organizational needs with a global perspective in mind. After the certification, he is not only able to better assess organizational dynamics, and leadership, people & workplace issues as well as analyzing organizational performance with that of competition/industry, but also feels himself confident to provide data-backed solid strategic interventions, and report the same to stakeholders in a standardized and transparent way. This ushers a culture of predictive analytics, transparency, improved employee relations, and greater understanding of financial/non-financial returns due to Human Capital investment. To Waqas, this is a phenomenal development in HR in recent times and will go a long way in establishing HR as one of the critical functions in any organization.



Muhkam Wali Khan

Head of HR
Aga Khan Agency for
Habitat Pakistan



The HR metrics can deliver critical business insights and have a significant impact on the organization's performance. The HR team can use data to make better HR decisions, better understand and evaluate the business impact of people, improve the leadership's decision making in people-related matters, make HR processes and operations more efficient and effective, and improve the overall wellbeing and effectiveness of the company's employees. All this significantly contributes to the company's ability to achieve its strategic goals, and that is what makes HR data as indispensable tool for the organization's success. Truly intelligent or data-driven HR focuses on HR data and its meaningful analysis for adding value and driving performance across the organization – all the time, not just every now and then or on specific projects." Muhkam Wali Khan, Head of HR, Aga Khan Agency for Habitat, Pakistan gave the above feedback after attending the ISO 30414 Lead Consultant/Auditor course. Muhkam has over 13 years of working experience in national and international development organizations in various senior management positions.

Being a passionate HR practitioner, he has a successful track record of building HR functions. He has successfully formulated HR policies, procedures, and strategies, designed job evaluations and compensations, and conducted employees' engagement as well as HR stakeholders' management surveys to address issues related to staff retention, engagement, and performance. He is a strategic thinker and thought leader who influences and advises as a business partner to promote organizational development and cultivate a high-performance culture. Muhkam is a lifelong learner and strong believer in continuous development and has recently completed the SHRM certification from the Society of the Human Resource Management and a certification in Global Diversity and Inclusion Benchmarks from the HR Metrics/Diversity Hub.



Farooq Ahmad Randhawa

Additional Director (HR & Admin)
Punjab Healthcare Commission



Farooq is a globally and locally certified HR Professional with more than 13 years of proven experience in OD, HRM, PMS, change management, T&D, HR Analytics, administration and software development. He holds MBA degree from NUCES, BSCS from PUCIT and Diploma in Labour Laws from Punjab University Law College. He has also obtained international and local certifications in HRM i.e. SHRM-SCP™; SPHRi™; CHRP®; CSHRP and CHRMP from Highly Keen, Lahore. He is also certified Lead Auditor/Consultant/Practitioner for ISO 30414:2018 Guidelines for internal and external human capital reporting standard. Farooq has also attended multiple trainings from locally recognized institutes i.e. PMP® from Project Management Institute, Lahore Chapter; Developing Future Leaders from LUMS. He has also attended training programs on Strategic HR Metrics; HR Data Analytics and HR Analytics Leader from AIHR, Netherland.

In result of COVID-19, today's economic volatility and uncertainty requires re-examination of every aspect of business for its value in creating and sustaining profitable growth. Similarly, role of HR Professionals become critical by ensuring that HR Department is also creating value towards organizational profitability. This could only be achieved by presenting HR Performance in a language understandable to the stakeholders. In this regard, the course on ISO 30414 by HR Metrics provides a starting point for HR Professionals, either working at large or small organization, so that they can ensure their value towards the business growth. The contents and rich experience of facilitators helped Farooq to obtain a deep understanding of each area of this standard especially in context of a government funded organization, and this is where The HR Metrics have competitive edge. Keeping in view his experience of attending this course, He would strongly recommend to all HR Professionals to go for certification. This will not only enhance their professional knowledge but also help them to gain a visibility within the organization.



Kashan Akram
Head of Workforce Development
Byco Petroleum Pakistan Limited



Having recently joined Byco Petroleum Pakistan Limited as Head of Workforce Development, Kashan has previously served on SABIC Young Leadership Council as one of the 100 Influencers globally selected and has proudly represented Pakistan on SABIC's Future of Workforce & Workplace (FWW) committee as well as KSA's senior HR talent pool. With a constantly developing interest in the future workforce trends backed by the technological [positive] disruptions that the world is evolving through, he considers himself an avid learner to appreciate how Machine Learning & Mixed Reality concepts go hand in hand with Human Resources. With multiple global HR certifications, he is a certified MBTI Consultant, who has a knack in uplifting human intelligence through various Personality Profiling instruments. Up his sleeves, he carries considerable experience in people & organizational psychology, strategic talent acquisition, conduct & supervision of assessment & development centers, organization effectiveness intermediations, change management, employee satisfaction and engagement, succession & replacement planning, learning & performance culture, organization capability & leadership development, as well as Human Capital Management Systems.

Looking at the evolving role of the HR Analytics in the modern HR world, he thinks that since this has always been an often-intriguing subject in the HR Departments, HR analytics comes about as a methodology for creating insights on how investment in human capital assets transform into a "WIN" of four fundamental outcomes: (a) generating revenue, (b) minimizing expenses, (c) mitigating risks, and (d) executing strategic plans. And, when interpreted correctly, by applying a rationale-based approach to integrated HR, talent management, financial, and operational data, the HR Metrics are predominantly valuable to improve human capital performance, the employee experience, which in turn, leverage bottom-line outcomes.



Adnan Saeed
Head of Training & OD
Ferozsons Laboratories Limited



Adnan Saeed is a Senior Human Resource Professional with over 20 years of diverse careers in the Pharmaceutical Industry of Pakistan. He has worked leading international & local companies and worked with some of the leading industry veterans from Pakistan and abroad. He started his career in the marketing and sales function at Merck Serono Pharmaceuticals. Being a strong proponent of continuous development Adnan Saeed completed his post-graduation from Aga Khan Medical College University in Bio-Sciences, MBA in Corporate Management from IBA Karachi. To pursue his passion for research he recently completed MSHRM from the Institute of Administrative Sciences, Punjab University where his thesis discussed "Determinants of employees' turnover intentions in Pharmaceutical Industry of Pakistan". It was the first of its kind to find the solution for a mega-industry challenge. After a decade of a career in Marketing & Sales, Training & Development, Communications and Corporate HR Projects from Merck Serono Pharma Adnan Saeed joined the Bayer Schering Pharma as a Manager in the Business & Organizational Excellence Department. Having worked in the fields of Customer Facing Excellence, Training & Development, Quality Assurance, Coaching & Mentoring, Organizational Development & Culture, Rewards & Recognition, Talent Acquisition and Management, Code Compliance & Ethics, Industry Benchmarking, Change Management, Operations Management and Communication.

Adnan is one of the most seasoned professionals in Pharmaceutical HR domain. Currently, he is working as a Head of the department in Ferozsons Labs. Ltd from the last 7 years and leading the team actively responsible for approximately 700 people and organization development. He has worked as a change agent and being an active member of the leadership team has established the engaged workforce for the organization by driving performance culture and building cultural capital through employer higher value proposition.



Fatima Chishti
HRBP
Samsung Electronics
Pakistan & Afghanistan



Fatima Chishti is MBA HR & Bachelors in Computer Sciences. She is SHRM Certified professional with 10 plus years of progressive experience in Telecom, Manufacturing & High-Tech Sector.

Currently she is working as HRBP for Samsung Electronics Pakistan & Afghanistan. She love doing aerobics/yoga whenever she can, in fact, she always try to make time for it. She is a certified group fitness trainer and coach with specialties in aerobics, pilates and yoga. Fatima is very much inclusive of diverse cultures & love to travel and wish to explore & learn more in this life.

This Certification involves new standards for HR Professionals around the globe. It focuses on practical, real-time solutions to HR problems. It has furthered my confidence by enhancing my knowledge and skills to look at things from a different and broader perspective where you analyze each situation based on Human Capital Reporting Standards.

In today's world, where there is a lot of focus on Human Capital., this certification will help me in analyzing the current human capital problems of my organization & proposing solutions, Also it will help in the standardization of HR processes & procedures in compliance with the ISO 30414 standards as well.

She strongly recommend this certification for HR Professionals as the measurement of human capital facilitates the ability of an organization to manage one of its most critical resources and risks, ITS PEOPLE. The HR Professionals can add value to their organization by managing their human capital, which may otherwise, damage the ability and opportunity for the business to create long-term and sustainable value achieved through their people.



Hammad Akram Mughal

OD Advisor

Saudi Aramco JV SADARA



Hammad is a HR transformation expert providing HCM consultancy in high risk multi billion dollar Oil & Gas, Petrochemical, Mining, Minerals & Metal Industries. He has 13 years progressive experience in Pakistan and the Middle East and is currently working as Organization Development Advisor for Saudi Aramco JV SADARA. Prior to joining Aramco, Hammad was working as Manager, OD for Saudi Arabian Mining Company (Ma'aden) heading the Organization Design function for a diverse geographical portfolio of 13 companies across Asia, Africa & Latin America.

Hammad has done Bachelors & Masters in Human Resource Management and also completed his post graduate Certified Human Resource Professional (CHRP) credential. He holds multiple professional credentials i.e. SHRM SCP Certification (SHRM USA), HAY Job Design & Job Evaluation Certification (HAY & Korn Ferry), Competency Management Certification (IHRM Canada), DISC GIA/TST Psychometric Certification (Thomas International UK). Hammad has successfully spearheaded design, development and execution of various strategic HR transformation initiatives and is an active member of SHRM USA, Middle East and Pakistan chapters.



Sidra Jamal

Deputy Executive Compensation & Benefits
Fauji Fertilizer Company Limited



Sidra Jamal lives and works in Rawalpindi, Pakistan. She has completed her MBA in Human Resource Management from Bahria University, Islamabad with cum laude. She is a silver medalist for Bachelors in Business Administration from the same University. She started her career in 2010 as a Teaching Assistant, where she assisted Under Grads students with their research work. Later on she bid her farewell to academia and joined the corporate world in 2011. She has been working for Fauji Fertilizer Company Limited (www.ffc.com.pk) since 2013, her current role is Deputy Executive – Compensation & Benefits. Prior to joining Fauji Fertilizer Company Limited she has briefly worked in HR roles for Securities Exchange of Pakistan and airblue (a local Pakistani airline). She has attended several HR training and seminars, however she describes her best training experience with Dr. Robert Mosely, Compensation Guru, where she was trained by the Guru himself for a Certificate in Compensation Benefits. She was also very happy to attend a Master Class for Advanced Excel Skills & Dashboards for Compensation Professionals conducted by Ms. Dianne Auld, one of accredited trainers in South Africa for the Worldatwork Global Remuneration Professional courses. Sidra would describe herself as an Analytics' enthusiast, who believes in upskilling herself. In her free time, Sidra like to catch up on her reading.

She got the opportunity to attend the certification course of HR Metrics and now being qualified as Lead Consultant and Auditor for ISO 30414 Guidelines for Internal and External Human Capital Reporting. She highly recommends this course because it gives a good insight into the ISO Global Standard of HCR in terms of scope and its objectives. She quoted that she liked the intellectual conversations and diversity of the learning group, because exchanging of gained experiences in Human Capital Reporting is really a benefit in this course.

Also the Case Study for the certification process was very practical and provides a good learning curve what does it mean to become a Lead Consultant / Auditor for ISO 30414.

If you are an HR practitioner and you would like to make the intangible human people asset of your company visible and add a HR value proposition and a competitive advantage for your company, don't miss to deepen your understanding, knowledge and insights of HCR.



Hashim Khan
Director Administration
Defence Housing Authority (DHA) Karachi



Hashim lives and works in Karachi, the largest city of Pakistan. Hashim has received his Masters in Arts and Science of Warfare and in Military Sciences and Management. He has worked for Pakistan Army for 27 years and has remained associated with HR in varying roles and positions. Proficient in staff training and supervision. Specializes in maintaining productivity and providing constructive motivation through astute leadership. Hashim is currently working as Director Administration with Defence Housing Authority (DHA) Karachi. Hashim likes to work in challenging, diverse and multi-cultural environments. He is result and solution oriented management / HR person with positive mind set and is open to challenges and changes. Possess good relationship building, communications and conflict management skills. Has keen interest in Law and Contracts. Hashim believes that development of Human Resource and its efficient management is key to achieving optimum efficiency for any organization.

Hashim Ali has experience of around three decades in fields of Administration, management and operations of Human Resource in most challenging and demanding environments. Recently acquired the certification of SHRM-CP to enhance career and stay current with the latest developments in the field of Human Resource Management. ISO-30414 certification was chosen for the fact that it complemented the Human Resource Management with in depth understanding of Human Capital Reporting (HCR) that made it easy to utilize HR to the optimum benefit of organizations.

Human Capital Reporting (HCR) is an important aspect of Human Resource Management that ensures productivity, optimum utilization of resources, fairness in management, compliance, transparency and Risk mitigation for the organizations. ISO-30414 provides a added benefits to the organizations that lead to enhance the productivity / output and give boost to the brand image. My advice to HR professionals is to stay engaged with the latest development in the field of HRM thereby contributing towards the industry and society in a positive manner and remain abreast with the latest developments through SHRM and its programs. SDGs and ESG have been enjoying spotlight in Japan recently, but much more needs to be done to apply to the huma capital, the most valuable asset for most companies.

ISO30414 has been introduced into Japan since last year (2020), and there are growing interest in understanding the approach and application to the Japanese firms. Japanese companies can enhance its labor productivities which is low compared to most of the OECD countries, by publicizing HR metrics required by the ISO 30414.

All HRs need to be reskilled with people analytics and transfer to a data driven HR approach in the years to come. ISO30414 is a great start point, by determining the key HR metrics for their respective companies, collecting data, tracking and reporting the data, and contribute to the business by improving the HR metrics and increase the value of the Human Capital asset.



Juan Paolo Arao

Vice President - Human Capital
Philippine School for Maritime and
Medical Access, Inc.



Juan Paolo Arao is a registered psychometrician, certified coach, accredited competency assessor and leadership development and talent management expert. He has more than two decades of developing and implementing various talent and performance management strategies, competency assessments and framework development, leadership coaching and succession planning in different multi-national companies in the middle east. Passionate in leading an evidence-based leadership potential identification as part of talent management strategy, he published a correlational research paper entitled "The Correlation of High Employee Performance and Leadership Potential Ratings: Case in Petrochemical Industry, United Arab Emirates" he also presented the paper as technical speaker at the Abu Dhabi International Petroleum Exhibition & Conference (ADIPEC)

He was part of ADNOC group's initial sub-PMO committee that standardized the employee performance management of all group companies positively impacting more than 50,000 employees. Juan's experience in human capital and talent management covers the following industries: education, maritime training center, manufacturing, engineering, marine offshore services, financial and money exchange, oil and gas and petrochemical. While working in ADNOC Group, he was selected as one of the brand and value champions in Borouge and also regarded as the performance management champion that provides expert and consultative advice to senior management and line managers on all matters pertaining to employee performance management.

Juan holds a masters degree in business administration, bachelor of science in psychology and currently completing his PhD in Industrial and Organizational Psychology in Polytechnic University of the Philippines. He also earned his SHRM-CP and SPHRi certification in 2015. Juan has been rendering management consulting to different companies in Philippines and the middle east for more than 5 years.

Juan has become the first Filipino to be certified as Lead Consultant/Auditor - ISO 30414:2018 Human Capital. With ISO 30414 Human Capital standard Joan Juan is broadening the horizon of organizations to view human capital in terms of profit by implementing a process that quantifies and measures the expenditure of an organization on people and create a globally accepted metrics in human capital based on international standards.

International Standards Organization (ISO) has developed a global standard ISO-30414: Guidelines for Internal and External Human Capital Reporting. The goal is to give organizations a data-driven, objective, and transparent approach to view the value creation by its human capital. The Internal and External Human Capital Reporting guidelines ensure to take on board all the stakeholders including shareholders, employees, regulatory bodies, management etc., as well. Adopting ISO 30414 which is an international standard helps organizations to improve internal controls and measure, evaluate and develop their workforce against a global benchmark thus bringing sustainability. As human capital is the biggest asset of any organization. Information pertaining to such an asset should be disclosed to key stakeholders as well, this is where ISO 30414 plays a key role. This helps organizations to mitigate existing and future risks connected to their workforce thus upholding their legal responsibility towards the shareholders, creditors and others as well. The standard not only improve performance through efficiencies but create better experiences for all stakeholders which is an important step towards sustainable growth.

Like Juan Paolo Arao, many ISO 30414 certified consultants and auditors are changing the corporate landscape of their countries and regions. The human resource which was once seen as an expense is now considered as an investment in human capital. Human capital is considered as the most important drivers of competitiveness, value creation, and sustainable competitive advantage. The ISO 30414 Standard has helped consultants across the globe to evaluate the human capital in terms of ROI (return on investment) according to the international standards thus gauging its true value contribution towards an organization.



Tham Chien Ping SHRM-SCP
Head of People and OD
Elevandi



CP is a Asian HR Leader based in Singapore with more than 10 years of combined experience in HR Business Partnering, Learning, Talent and Organisation Development locally and regionally in Asia. Currently leading the development of people practices and capabilities in Fintech start-ups and sector in Singapore with a Singapore Government supported organisation, he has worked in various HR roles in the Singapore Civil Service, Multi-National Corporations (IT, Medical, Insurance Brokerage & Professional Services), Banking & Finance Institutions and high-growth technology-driven start-ups. He is active with HR professional bodies in US (SHRM), UK (CIPD), Singapore (IHRP and SHRI) and Australia (AHRI), contributing to the HR profession in both voluntary and paid roles as a content developer and reviewer, committee member (ethics and continuous professional development), mentor, career coach, adjunct lecturer and trainer. As a Singapore Certified Management Consultant by TÜV SÜD, he also provides ad-hoc HR consultancy and advisory services to companies based in Singapore. Since 2019 CP is the Master Facilitator and Representative for SHRM in South-East Asia.

One of the main challenges I have as a HR leader is to be able to influence stakeholders to consider different perspectives before making decisions that would impact the people and culture in an organisation. And to do so, having the right data is very important.

The learning I gained has been very helpful. While using data in the course of my work is not new, being able to take a step back to look at the variety of data and metrics that can be put together to provide a narration to the business to influence sound decisions really helped. The discussions with the facilitator and fellow learners also helped me to learn some good practices and what I should avoid from the mistakes others have made.

Most importantly, the ISO standards are well recognised and no decent business leader would ignore that. Therefore, having metrics aligned to the standards would certainly help gain the attention of the business leaders and their trust that the metrics are sound. I would highly recommend HR leaders to get to know the standards and the metrics.



Wei Liu

Senior Managing Partner
Human Future Co., Ltd., Tokyo Japan



Born and brought up in Shanghai China, William spent the last 25 years in Japan, working in various senior HR roles at both consulting and corporate environment. His last corporate role was HR Director with Elekta Japan, a major Swedish medical device company, known for its pioneering capital medical equipment of oncology and neurology. Prior to Elekta, he has served various senior HR management roles at Russell Investment, Shinsei Bank, GE Japan and Sanyo Electronics. He has also worked as a senior consulting director with Mercer, IBM, PWC consulting and Aon Hewitt, where he consulted and served numerous MNC clients in pharmaceutical, medical devices, healthcare and FMCG industries.

HR Metric provides the only program that provides a comprehensive study of the ISO30414 which is leading the market. In addition to understanding the key metrics and how they apply to business especially Japan market, the case study enabled us to apply what we learnt to the real world.

SDGs and ESG have been enjoying spotlight in Japan recently, but much more needs to be done to apply to the human capital, the most valuable asset for most companies.

ISO30414 has been introduced into Japan since last year (2020), and there are growing interest in understanding the approach and application to the Japanese firms. Japanese companies can enhance its labor productivities which is low compared to most of the OECD countries, by publicizing HR metrics required by the ISO 30414.

All HRs need to be reskilled with people analytics and transfer to a data driven HR approach in the years to come. ISO30414 is a great start point, by determining the key HR metrics for their respective companies, collecting data, tracking and reporting the data, and contribute to the business by improving the HR metrics and increase the value of the Human Capital asset.



Shams Iqbal
Freelance Consultant



Shams Iqbal Khan is a seasoned human resource professional having 15+ years of experience. He has worked for two years in banking industry with Union Bank Limited and fourteen years in Power Industry (five years with ESBI Contracting Limited- ESB International and nine years with Uch Power Private Limited- ENGIE). His current status is Freelancer. He earned his Masters of Business Administration degree (MBA IT) from Bahauddin Zakariya University Multan, Certified Human Resource Professional program from NUST in collaboration with PIQC Lahore, completed HCM Analytics Qualified program from HR Metrics Islamabad, currently pursuing MS in Management Sciences (with specialization in HRM) from Air University Multan, Lead Consultant ISO 30414 program from HR Metrics and SHRM Certification. During his professional career, he held various positions with progressively increasing responsibilities. These positions included Customer Services Officer, HR & Admin Officer, Chief Admin Officer, Assistant Manager HR, and Deputy Manager HR. The scope of his expertise include but not limited to HR Operations at Power Plant sites (Uch & Uch-II) leading site HR operations activities and assisting Head Office team in the domain of Recruitment & Onboarding, Learning & Development, Performance Management, Compensation & Benefits, Policies & Procedures, Staff Communication, Employee Health & Safety, Budget, Payroll, Employee Engagement and Retention, Succession Planning, HRIS, Employees leaves management, management of Trainees/Internees program, Internal and external audits, legal compliance, CSR programs, and Events Management. Shams approaches HR from a win-win perspective. He always motivates employees and friends for personal and professional excellence. He strongly supports change management, passionate for continual improvement, and values opportunities for formal and informal learning & development



Lee Tee Ling

Principal Consultant
Just HR Pte Ltd
Singapore



Tee Ling has 30 years of experience in human resource management (HRM) and organization development (OD) at strategic and operational levels. He has held key HR leadership roles in both publicly listed and privately owned companies in different industries. He has successfully formulated HR strategies and translated them into HR programmes in different HR domains: leadership development, organization effectiveness, organization capability development, total rewards and employer branding.

Tee Ling has excellent experiences in dealing with major organisational changes: merger and acquisition (M & A), public listing, severe economic conditions (SARS/Asian Financial Crisis) and organization restructuring.

Tee Ling has successfully provided HR consultancy, employment standard compliance audit & training services to both Small & Medium Enterprises and MNCs. He is a Registered Management Consultant with IMCS (Institute of Management Consultants Singapore). He is also a Society of Human Resource Management Senior Certified Professional (SHRM-SCP).



Margaret Balogun Ataime

HR & Training Advisor
KC Gaming Networks Ltd (Bet9ja)
Nigeria



Experienced Human Resources Advisor with over 8 years of demonstrated history of working in the IT , FMCG, Financial , Online and Gaming industry,. Skilled in Developing & Implementing HR Strategy that has resulted in overall business profitability. Strong human resources professional with strength in Talent Management, Human Resource Business Partnering, Project Management and Organizational Development My specialties include: In depth knowledge and experience of Performance Management, Balance Scorecard, Budget preparation and control , Talent Management, Succession Planning, HR Analytics, Compensation Design, Benefit Management, Payroll Administration, Policy Development, Sourcing, Recruitment, Selection, Employee Advisory and Project Management



Sameer Damani

HR Business Partner
Midas Safety
Karachi, Pakistan



Sameer Damani is Senior Certified HR Professional with 13 years of experience and master's degree in HR discipline. He has wide-ranging experience of managing HR operational and tactical matters in retail and manufacturing industry. As HR Business Partner, he is responsible for aligning organization's growth ambition with employee performance, evaluate and anticipate HR related needs and bring integrated solutions to stakeholders and leadership teams. He enjoys studying HR theories and models to transfer them into workplace. His value-added country level assignments include SAP and Success factor implementation in merger and acquisition environment, implementing Share services, introducing employee recognition schemes, performing job evaluation based on HAY system, conducting organizational restructuring exercises, designing & mapping expert level jobs and conducting leadership team cohesiveness sessions using Ken Blanchard model. Besides this, he strongly believes in developing capability through continuous learning and building intellectual capacity. Sameer takes personal interest in volunteering educational based community projects and an active member of Pakistan Boys Scout Association.