

**INTERNSHIP REPORT ON PAKISTAN
TELECOMMUNICATION COMPANY LIMITED (PTCL),
PESHAWAR BRANCH**



MUHAMMAD FAHEEM

MBA (Human Resource Management)

**INSTITUTE OF MANAGEMENT STUDIES, UNIVERSITY OF
PESHAWAR**

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**INTERNSHIP REPORT ON PAKISTAN
TELECOMMUNICATION COMPANY LIMITED (PTCL),
PESHAWAR BRANCH**



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**INSTITUTE OF MANAGEMENT STUDIES, UNIVERSITY OF
PESHAWAR**



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TELECOMMUNICATION COMPANY LIMITED (PTCL),
PESHAWAR BRANCH**

SUPERVISOR

Name **Dr. Sajjad Ahmad Khan**

Designation **Director IMS**

Organization Institute of Management Studies, University of Peshawar

Signature _____

PREFACE

This Report is the Practical experience phase of our MBA-HR program. The sole objective is to familiarize the student with the practical manipulation of business organization and bridging gap between Academia and Industry. This report provides a profound knowledge about how big organizations like PTCL manage their Human Resources to achieve their common goals.

In the first phase of the report there is the general introduction about the company and then different terms have been explained, then the mission, values, different services and different strategies of the organization have been explained.

In the second phase there is a deep study on Human Resource department of Pakistan Telecommunication Company Limited (PTCL). There is discussion on each Branch of the Human Resources Wing in PTCL, Such as Administration, Personnel, Welfare, Legal, Examination, and Dispatch branches. In this section there is a deep discussion on each branch duties and responsibilities they have to perform.

In the third phase, SWOT analysis of the firm have been done by the help of which it is identified that what are the strong areas of the company and where it lacks so that it can improve, and then in the end most important my experience while working in the PTCL as internee is explained.

Muhammad Faheem

ACKNOWLEDGEMENT

In the name of almighty Allah who gives me the strength and courage to write the internship report.

First of all I want to say thanks to my seniors, colleague, and friend who assist me on every stage of this report to write.

I want to say special thanks to the following:

Mr. Shafiq (Legal Assistant)

Mr. Kamal (Admin Officer)

Mr. Qasim (UDC)

Mr. Qazi Abrar (Assistant Welfare)

Mr. Riaz (UDC)

PAKISTAN TELECOMMUNICATION COMPANY LIMITED (PTCL)

STAFF MEMBERS

Name	Designation	Department
Mr. Amjad Suri	Manager HR	Human Resource Management
Mr. Qazi Abrar	Assistant Welfare	Welfare Branch
Mr. Laksher	Teleprinter Operator	Welfare Branch
Mr. Shafi Ahmad	Legal Assistant	Legal Branch
Mr. Qasim	Upper Divisional Clerk	Examination Branch
Mr. Sareer Ul Haq	Assistant	Pension
Mr. Riaz	Upper Divisional Clerk	Personnel Branch
Muhammad Asif	Junior Office Assistant	Personnel Branch
Hakeem Khan	Lower Divisional Clerk	Personnel Branch
Mr. Kamal	Admin Officer	Administration

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EXECUTIVE SUMMARY

The internship report is the necessary part of the MBA program, and every student has to do internship of two months in any organization of repute after successful completion of the internship work a student is required to write whatever practices and practical work he has done in his internship work. The main purpose of the internship report is to familiarize student with contemporary Human resource practices and techniques being adopted by the organization. In the report a student has to do three types of analysis of the organization such as General Analysis, Human resource Management Analysis, and Swot Analysis of the respective organization. In my opinion an organization has to develop proper and effective performance appraisal system to improve the performance of their employees and company as well. An organization has to choose a transformational leader so as to accelerate the performance towards goal achievement.

Pakistan Telecommunication Company Limited (PTCL) is the largest telecommunication company in Pakistan. This company provides telephone services to the nation and still holds the status of backbone for country's telecommunication infrastructure despite the arrival of other telecom giants like Mobilink, Telenor and China mobile. The socio-economic growth of a developing country depends mainly on the telecommunication sectors and involvement in information technology, telemarketing and E-commerce makes it an integrate organ of the overall development of the country. PTCL also continues to be the largest CDMA (code division multiple access) operator in country with 0.8 million v-fone customers. Currently major initiatives have been taken by PTCL to upgrade its network, introduce a range of new value added services, develop a portfolio of information technology, internet, national long-haul network, carrier services, write label services, EVO wireless broad band, broad band IPTV (Smart TV). The company consists of around 2000 telephone exchange across country providing largest fixed line network. GSM (group special mobile) CDMA and internet are other resources of PTCL, making it a gigantic organization. The government of Pakistan sold 26/- shares and control of the company to Etisalat in 2006(google.com) the government of Pakistan retained 62% of the shares while remaining 12% are held by the general public (google.com).

Chapter 1

INTRODUCTION

1.1 BACKGROUND OF THE ORGANIZATION

Pakistan Telecommunication Company limited (PTCL) is the largest telecommunication service provider in Pakistan with employee strength of around 30000 and 5.7 million customers. PTCL also continues to be the largest CDMA operator in the country with 0.8 million V-Fone customers. The company maintains a leading position in Pakistan as an Infrastructure Provider to the other telecom operators and corporate customer of the country. The company provides a verity of up-to-date home user, corporate and wholesale communication services e.g. telephony, internet, television, video conferencing etc.

The company structure is spread over the entire country which facilitates the company in providing services to the value added customers in every part of the Pakistan. Geographically the company is divided into: Headquarters, north, South, Central, and west Zones and functionally in Commercial, HR & Admin, Corporate Development, Finance, Operations and Technical departments. The hierarchy of the company comprises of the following cadres: President and CEO, Senior Executive Vice President, Executive Vice President, General Manager, Senior Manager, Manager, Specialist, Management Trainee and Non-Management Employee.

In April 2006, Emirates Telecommunication Corporation which is commonly known as **Etisalat**, assumed management control of PTCL –part of the \$2.6bn deal to buy a 26% stake in PTCL .The successful privatization of PTCL and consequently Ufone, is hailed in a new ear for telecommunication in Pakistan.

Etisalat has been the telecommunication service provider in the UAE since 1976and stands 140th among the financial times top 500 corporations in the world in terms of market capitalizations. **Etisalat** is currently operating in 16 countries of Middle East, Asia and Africa and is continuing to pursue new mobile and fixed line opportunities in many growth markets.

PTCL has listed on Karachi Stock Exchange, Islamabad Stock Exchange, and Lahore Stock Exchange with the name as follow:

KSE: PTCLA

LSE: PTC

ISE: PTC

1.2 HISTORICAL BACKGROUND

- ✓ 1947- Establishment of Posts & Telegraph Dept.
- ✓ 1961- Establishment of Pakistan Telegraph & Telephone Dept. (T&T)
- ✓ 1990-91-Establishment of Pakistan Telecom Corporation (PTC)
- ✓ 1995- About 5% of PTC assets transferred to PTA, FAB (Frequency Allocation Board) & NTC (National Telecommunication Corporation).
- ✓ 1996- PTCL Formulation and listing on all Stock Exchanges of Pakistan.
- ✓ 1998- Establishment of Mobile (Ufone) & Internet (PakNet) subsidiaries.
- ✓ 2006- Etisalat Takes Over

From the beginnings of Posts & Telegraph Department in 1947 and establishment of Pakistan Telephone & Telegraph Department in 1962, PTCL has been a major player in telecommunication in Pakistan. Despite having established a network of enormous size, PTCL workings and policies have attracted regular criticism from other smaller operators and the civil society of Pakistan.

Pakistan Telecommunication Corporation (PTC) took over operations and functions from Pakistan Telephone and Telegraph Department under Pakistan Telecommunication Corporation Act 1991. This coincided with the Government's competitive policy, encouraging private sector participation and resulting in award of licenses for cellular, card-operated pay-phones, paging and, lately, data communication services.

Pursuing a progressive policy, the Government in 1991, announced its plans to privatize PTCL, and in 1994 issued six million vouchers exchangeable into 600 million shares of the would-be

PTCL in two separate placements. Each had a par value of Rs. 10 per share. These vouchers were converted into PTCL shares in mid-1996.

In 1995, Pakistan Telecommunication (Reorganization) Ordinance formed the basis for PTCL monopoly over basic telephony in the country. The provisions of the Ordinance were lent permanence in October 1996 through Pakistan Telecommunication (Reorganization) Act. The same year, Pakistan Telecommunication Company Limited was formed and listed on all stock exchanges of Pakistan

PTCL launched its mobile and data services subsidiaries in 2001 by the name of Ufone and PakNet respectively. None of the brands made it to the top slots in the respective competitions. Lately, however, Ufone had increased its market share in the cellular sector. The PakNet brand has effectively dissolved over the period of time. A recent DSL service launched by PTCL reflects this by the introduction of a new brand name and operation of the service being directly supervised by PTCL.

As telecommunication monopolies head towards an imminent end, services and infrastructure providers are set to face even bigger challenges. The post-monopoly era came with Pakistan's Liberalization in Telecommunication in January 2003. On the Government level, a comprehensive liberalization policy for telecom sector is in the offering.

Last Year, in middle of 2005 Government of Pakistan had decided to sell at least 26 percent of this company to some private agency. There were three participants in the bet for privatization of PTCL. Etisalat, a Dubai based company was able to get the shares with a large margin in the bet.

Last year when Government was going to privatize the company there was country wide protest and strike by PTCL workers. They even disrupted Phone lines of some big Government institutions like Punjab University Lahore and many lines of public sector were also blocked. Military had to take over the management of all the Exchanges in the country. They arrested many workers and put them behind bars. The contention between Government and employees ended with a 30% increase in the salaries of workers.

There have been various changes in the company due to privatization. Such examples include the VSS (Voluntary Separation Scheme for its employees), ERP (SAP based), restructuring, B& CC

(Billing and Customer Care Software) etc. Another seemingly minor change was change of brand identity (logo) that will present PTCL's new face after privatization, with greater focus on customer satisfaction and bringing about new advancements in telecom for Pakistani consumers.

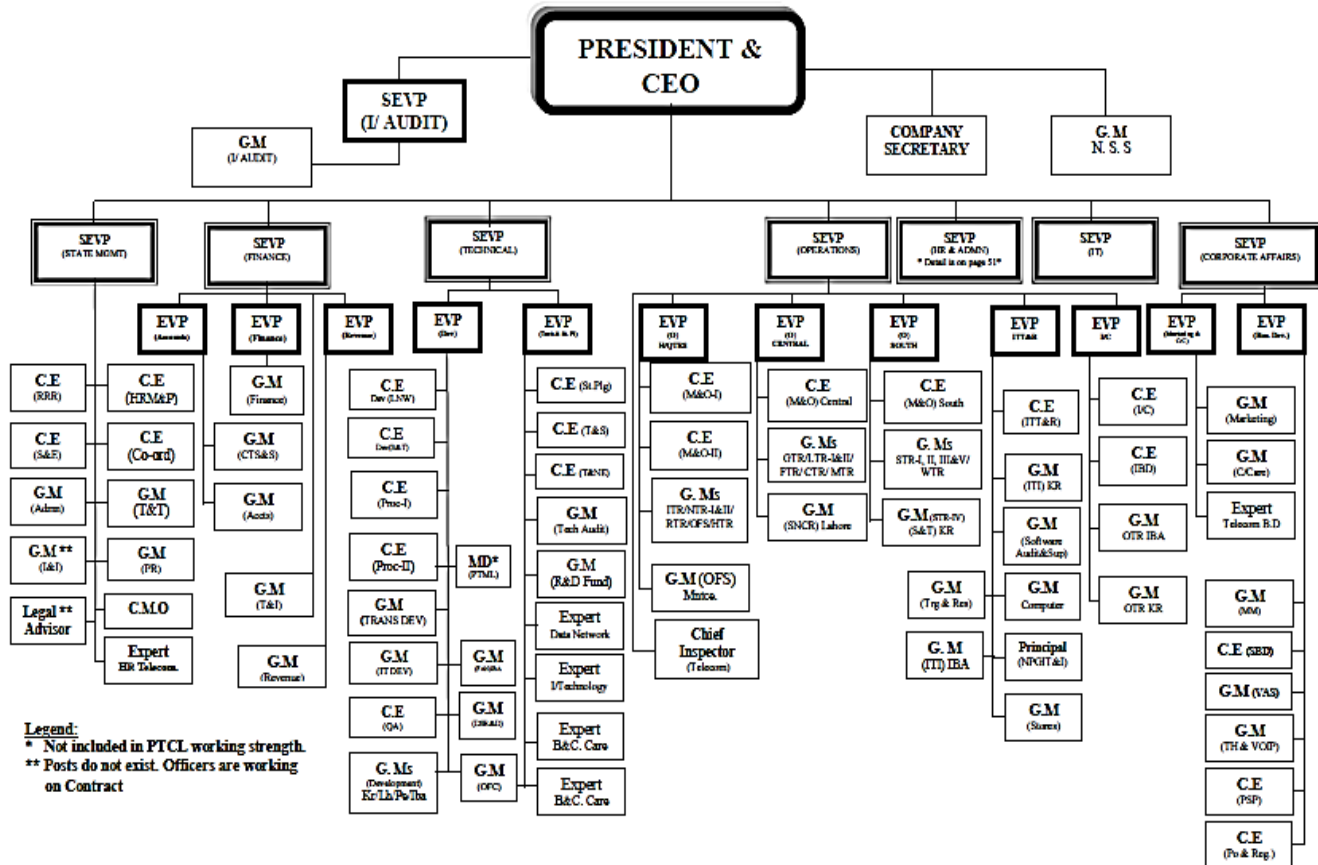
Chapter 2 ORGANIZATIONAL SETUP OF PTCL

2.1 STRUCTURE OF THE ORGANIZATION

An Organizational Structure clarify the roles of personnel of an Organization and to determine who has to do what task, which is responsible for what, objectives to be achieved, who is to report to whom and to remove the obstacles for performance caused by confusion and uncertainty of job assignment as well as to make easy decision- making and communication networks reflecting and supporting organization objectives.

The head of Pakistan Telecommunication Company Limited is called “President”. Then come the SEVPs (Senior Executive Vice Presidents), i.e. SEVP (Finance), SEVP (Operations), SEVP (Technical), and SEVP (Human Resource Management), SEVP (Marketing & Business Development). Then there is a chain of Executive Vice Presidents (EVPs) like EVP (Finance Central), EVP (Marketing), EVP (HR Central), EVP (Accounts), EVP (Operation), EVP (Information Technology, Training & Research), and EVP (Revenue). All these are appointed at Pakistan Telecommunication Company, Headquarters at G-8/4, Islamabad. Apart from these EVP, there are also EVP (Operation), EVP (HR) etc who are heading the other regions of PTCL in major cities country wide. Then there are Chief Engineers and General Managers at H/Qs who report to their relevant EVP. Then there are Senior Managers, Deputy Directors, Assistant Directors, Account Officers, Assistant Account Officers, Financial Analysts, Marketing Managers, Computer Programmers, and IT Specialists etc. There are also Regional Heads (General Managers) to head PTCL Regions then come the Senior Managers (Operations), Senior Engineers (Operations), Engineers to look after the telecom system of Regions. There are also Senior Managers Finance, Account Officers and Accountants to Handle Regional account and billing matters. Manager HR & his staff are responsible to take care of Personnel affairs at Regional Level. In non-gazetted staff there are Engineering Supervisors Operations /Switching /Power plant /Optical Fiber system/M.W Media, Account Assistants, Stenographers, Assistants, Key Punch Operators, Telecom Technicians, Upper Division Clerks, Lower Division Clerks, Line Men, Wire Men, Drivers, Exchange Cleaners, Naib Qasids and Peons etc. All the staff is recruited by the HR Department headed by SEVP HR. The HR experts are responsible for hiring & to further streamline its recruitment process.

ORGANIZATION CHART OF PTCL



2.2 BOARD OF DIRECTORS

It is the highest body of PTCL, which has been vested the function of policy formulation. The directors appointed shall not be less than seven (7) in numbers. (Presently it has 8 members). There is general body meeting once a year of all the shareholders to elect the members of board of directors. A director elected shall hold office for a period of three years unless the earlier resigns, becomes disqualified from being a director or otherwise ceases to hold office. A retiring director shall be eligible for re-election.

Mr. Amir Tariq Zaman Khan

Chairman PTCL Board

Mr. Abdulrahim Abdulla Abdulrahim Al Nooryani

Member PTCL Board

Mr. Abdul Wajid Rana

Member PTCL Board

Mr. Daniel Ritz

Member PTCL Board

Mr. Kamran Ali

Member PTCL Board

Mr. Jamil Ahmed Khan

Member PTCL Board

Mr. Fadhil Mohamed Erhama Al Ansari

Member PTCL Board

Mr. Serkan Okandan

Member PTCL Board

Mr. Jamal Saif Al Jarwan

Member PTCL Board

2.3 CORPORATE INFORMATION

Management

Walid Irshaid

President & Chief Executive Officer

Furqan Habib Qureshi

S.E.V.P (Business Zone South)

Muhammad Nehmatullah Toor

***S.E.V.P (Finance) / Chief Financial Officer
(C.F.O)***

Jamal Abdalla Salim Hussain Al Suwaidi

S.E.V.P (Business Zone Central)

Muhammad Nasrullah

Chief Technical Officer (C.T.O)

Jamil Khwaja

S.E.V.P Special Projects

Syed Mazhar Hussain

S.E.V.P (Human Resource)

Farah Qamar

Company Secretary

Hamid Farooq

S.E.V.P (Business Development)

Zahida Awan

E.V.P (Legal)

Naveed Saeed

S.E.V.P (Commercial)

2.4 BANKS

Allied Bank Limited

Askari Bank Limited

Bank Alfalah Limited

Bank Al Habib Limited

The Bank of Punjab

Citibank. N.A

Dubai Islamic Bank

Faysal Bank Limited

Habib Bank Limited (HBL)

Habib Metropolitan Bank Limited

MCB Bank Limited

Meezan Bank Limited

National Bank of Pakistan

NIB Bank Limited

Silkbank Limited

SME Bank Limited

Standard Chartered Bank (Pakistan) Limited

United Bank Limited

Chapter 3 CURRENT SITUATION OF PTCL

3.1 BUSINESS VOLUME

Fixed line connections in the country are more than 5.4 million and the cellular connections are 12.7 million currently there are 315 Payphone and over 51,000 Wireless Payphones There are over 140 Data and Internet service providers (ISP's) to whom PTCL has provided network infrastructure. PTCL generated annual Revenue of over Rs. 11 billion from its private sector operating partners.

3.2 PTCL POSITIONING STATEMENT

Hello to the Future

“Hello to the Future” is an amalgam of our vision, brand philosophy, brand values and strategy. The essence is “futuristic approach”. The positioning statement “Hello to the Future” is basically comprised of two words “Hello” and “Future” that provides the inward communication through the word “Hello”, i.e. PTCL welcomes its customers and the future. Also it offers the outward communication through the word “Future” by promising customers the futuristic ideas and products.

3.3 VISION STATEMENT

To be the leading Information and Communication Technology Service Provider in the region by achieving customer satisfaction and maximizing shareholders' value'.

The future is unfolding around us. In times to come, we will be the link that allows global communication. We are striving towards mobilizing the world for the future. By becoming partners in innovation, we are ready to shape a future that offers telecom services that bring us closer.

3.4 MISSION STATEMENT

To achieve our vision by having:

- An organizational environment that fosters professionalism, motivation and quality
- An environment that is cost effective and quality conscious
- Services that are based on the most optimum technology
- "Quality" and "Time" conscious customer service
- Sustained growth in earnings and profitability

3.5 CORE VALUES

PTCL has some core values to which they give a lot of significance and they consider them as the most important part of their business. These core values do not change from time to time or person to person rather they are foundation of the company's culture. These core values are:

- Professional Integrity
- Customer Satisfaction
- Teamwork
- Company Loyalty

3.6 MAIN OFFICES

The Head Office of Pakistan Telecommunication Company Limited is situated in Sector G-8/4, Islamabad, which is headed by the "President". Besides, it has Regional Headquarters like:

- ✓ *Islamabad Telecom Region*
- ✓ *Rawalpindi Telecom Region*
- ✓ *Hazara Telecom Region Abbottabad*
- ✓ *Northern Telecom Region-I Peshawar*
- ✓ *Lahore Telecom Region (South)*
- ✓ *Lahore Telecom Region (North)*
- ✓ *Multan Telecom Region*
- ✓ *Faisalabad Telecom Region*
- ✓ *Southern Telecom Region-I Hyderabad*
- ✓ *Southern Telecom Region-II Karachi*

- ✓ *Southern Telecom Region-V Sukkur*
- ✓ *Western Telecom Region Quetta*
- ✓ *Switching network Central region Lahore*

These Regions provide Telecommunications services to the customers in their respective areas. Apart from these, PTCL has an Optical Fiber Construction Region Lahore and Optic Fiber System Islamabad, each headed by a General Manager to install, operate and look after optic fiber systems/cables.

3.7 TECHNICAL & OPERATIONAL NET WORK

Pakistan telecommunication Corporation under the Act 1996, Pakistan Telecommunication Authority (PTA) issued a license to Pakistan Telecommunication Company Limited for the provision of telecom services within Pakistan to private sector and the general public as the Federal Government may determine and during the exclusivity period of the Pakistan Telecommunication Company Limited (PTCL) specified in above-mentioned Act. PTCL has 25 years license to provide telecom services in Pakistan with Stake in the Company with about 62% equity. PTCL has largest network and huge infrastructure for it's more than 4,405,161 users as on (Mar, 2008).

SWITCHING TECHNOLOGY

There are 7 different kinds of switching technologies currently operational in PTCL Network.

- *Alcatel*
- *Siemens*
- *NEC*
- *Ericsson*
- *Huawei*
- *J.S telecom*
- *ZTE*

With these different switching technologies PTCL is running its huge network and providing different communication facilities to its customers.

3.8 PRIVATIZATION

The growth of the cellular sector in Pakistan can also be attributable to good governance policies of the government of Pakistan and the Privatization Commission. In April 2006, Etisalat International Pakistan, which is commonly known as Etisalat, has assumed management control of Pakistan Telecommunication Company Ltd (PTCL) – part of the \$2.6bn deal to buy a 26% stake in PTCL. The successful privatization of PTCL is hailed as ushering in a new era for telecommunications in Pakistan.

Now, under the management of Etisalat, Ufone will concentrate on customer needs and benefits and is more determined than ever to be the leading cellular player in the market. Ufone has been known for providing superb propositions and quality service to its customers. With the new expected investment, Ufone can now aggressively expand its network coverage.

3.9 CORPORATE RESPONSIBILITY

PTCL as a socially aware and responsible entity is determined to do its utmost in furthering worthy causes that contribute to the lives of individuals and help better the standards of society as a whole.

PTCL employees donate One-Day salary for IDPs

Pakistan Telecommunication Company Limited employees have contributed their one day salary that amounts Rs. 20 million for the support of internally displaced people of Swat and other affected areas.

CEO and President of PTCL Mr. Walid Irshaid called on Prime Minister Syed Yousuf Raza Gilani at PM's House and presented him a cheque of Rs. 20 million on behalf of PTCL employees for PM's Special Fund for the Relief of Victims of Terrorism. While thanking PTCL employees for their generous contribution and appreciating their willingness to help IDPs, Mr. Walid Irshaid said that PTCL employees have exhibited their profound sense of sharing and empathy on this occasion. This highly speaks of the strong commitment of our employees with this national cause."

“Contribution from our employees during these days specially donating one day salary for IDPs in these testing times shall be greatly helpful in mitigating IDPs miseries and will go a long way in their rehabilitation process.

Donation to SOS Villages

PTCL keeping with its healthy tradition of supporting non-governmental organizations recently donated a sum of Rs.2.5 million to the SOS Villages. As most people would be aware, SOS is an organization that looks after the well-being and education of orphans and the destitute.

Last year, PTCL organized a special event at the SOS Village Rawalpindi, which the then Prime Minister of Pakistan, Mr. Shaukat Aziz, attended. He handed over a cheque of Rs.2.5 million, donated by PTCL for this noble cause, to the SOS Children’s Village.

Scholarships for Persons with Disabilities

Another recent CSR initiative taken by PTCL was announced at the World Telecommunication Day held on May 17, 2008. This year the worldwide theme for the Day was “Connecting Persons with Disabilities.” To raise awareness of this theme and support initiatives focusing on less privileged persons, PTCL chose to become the lead sponsor of the World Telecom Day event in Islamabad contributing PKR 6.8 Million.

During his address at the event, PTCL’s President/CEO, Mr. Walid Irshaid announced five academic scholarships per year for persons with disabilities so that they could pursue their career of choice by obtaining higher education at any university with Pakistan. PTCL would bear the full tuition costs and living expenses of those awarded these scholarships. PKR 1.5Million was announced focusing on the education of the special people

Collaboration with Universal Service Fund (USF)

The Universal Service Fund (USF) and PTCL have entered in a contract to provide basic telephony and data services to the population in the yet un-served areas of Baluchistan districts of Pishin, Killa Abdullah and Quetta. PTCL is making consistent efforts to enhance Pakistan's capacity to develop and produce a globally competitive telecom sector and industry.

Making a determined effort develop Pishin, a far flung area of Baluchistan is a clear manifestation of PTCL's resolve to bridge the digital divide. With the support of USF, PTCL is set to extend the benefits of its ubiquitous network coverage to the under-served communities in the un-served areas. PTCL is contributing Rs. 149 million to this endeavor in an effort to bring information and communication technology to the remotest areas. The total cost of the project is PKR 2000 Million out of which PTCL contribution is PKR 1275 Million while USFCo contribution is PKR 725 Million.

Thus, PTCL, as a socially responsible corporate entity, has been pursuing different social causes touching on areas of culture, sports, music, environment and general welfare by supporting different initiatives. As such, PTCL's CSR activities and new ventures are warmly welcomed.

Donation to Earthquake victims in Baluchistan

Earthquake struck the western telecom region Quetta leaving terrifying effects in the region. Mr. Walid Irshaid President & CEO PTCL donated Rs.10 Million for the reconstruction and rehabilitation of the area.

Donation to Benazir Income Support Program

Mr. Walid Irshaid President & CEO PTCL donated Rs.10 Million to the Benazir Income Support Program. This program directly focuses on the poor populace of Pakistan.

Sponsoring Event at LUMS

PTCL was the lead sponsor for Synergies 2008; the 1st ever Business School Competition in Pakistan organized by Lahore University of Management Sciences costing PKR 1 Million.

PTCL President Mr. Walid Irshaid announces Rs 10 Million for National Press Club Islamabad

The president of PTCL, Walid Irshaid has said that PTCL was still one of the most profitable National organizations, despite all economic and financial crisis and back draws. Addressing the inaugural of the new building, alongside president NPC (National press Club), Tariq Chaudhry, general secretary Afzal Butt, and other luminaries, including SEVP PTCL Sikandar Naqi, EVP Ali Qadir Gilani. Walid Irshaid expressed the company's willingness and readiness to tackle any impending challenges with élan and preparedness. Mr. Walid Irshaid also assured press club about his full cooperation and assistance, and during the lunch hosted in his honor by NPC also announced a grant of Rs. 10 million, DSL Internet services, IPTV and other facilities. He said that PTCL would continue to work for betterment of media in Pakistan, and also lauded media services rendered during the last few years.

PTCL Gets Environment Friendly

The Pakistan Telecommunication Company Limited (PTCL) has decided to introduce a new bill format for its customers, effective February 2009. This decision was taken to ensure that PTCL stir towards adopting environmental-friendly and customer-friendly policies in line with the government of Pakistan's efforts, which recommends companies and institutions to go green. This initiative of PTCL also coincides with the Government's decision to celebrate 2009 as the "Environment Year". PTCL's decision to reduce the number of billing pages is an environment friendly initiative and is a way forward towards becoming a paperless enterprise. According to Dr. Sadik Al-Jadir, SEVP Commercial PTCL, preceding bill format comprising multiple pages, would be replaced with a new one-page bill format, thus packing all the essential billing details on a single page. This single page bill format would help save, at least 12 million papers every month that are being used for printing the billing details. To facilitate the

customers, itemized billing details would remain obtainable and accessible. Customers would be able to obtain their itemized billing details by visiting any customer service centre of PTCL and would also be able to access essential billing details through IVR by dialing 1200. PTCL Call center is also expected to start taking orders from customers for their itemized billing details. Subsequently, these details would be delivered to the customers through courier within a certain time frame. Dr. Sadik said, “PTCL is determined to improve and build good relationship with its customers by providing novel and superior telecom products and services to its valued customers and is striving hard to meet their expectations.”

PTCL, CISCO and NUST to establish Center of Excellence for Internet Technologies

Islamabad: Under the banner of PTCL, CISCO and NUST, Center of Excellence for Internet Technologies is being established at NUST SEECS, Islamabad. The Center – a brainchild of Mr Walid Irshaid, President and CEO, PTCL - is to be set up in the state of the art. An MOU to this effect was signed yesterday by the three parties, with the Chief Guest being Dr Ata ur Rahman, Chairman HEC. The occasion was also graced by high officials from public sector, academia and industrial organizations. The ceremony was a huge success and PTCL, CISCO and NUST’s leading role in taking up new challenges to improve the quality of IT education in Pakistan was greatly lauded by members of academia, industry and the media present at the ceremony.

Mr Sikander Naqi Executive Vice President Corporate Development speaking on the occasion said that by setting up such a Center, PTCL will be able to benefit from world class research that will be of immense value to them. In addition, the human resources that will be developed at this Center will be able to export their skills and expertise to the region and beyond. This will spur growth in the Pakistani IT sector, and will contribute towards enhancing the quality and quantity of exportable IT related skills to the global marketplace.

The Center, staffed by researchers from NUST, will work closely with Cisco engineers in the US who will provide the thematic direction of the joint research. The Center’s research is to be funded by the National ICT R&D fund. Dr. Qasim Sheikh, the CEO of ICT R&D fund, stated

that his organization is pleased that PTCL, NUST and CISCO are forming a joint research group that will work on significant problems that are relevant to Pakistan. A research project under similar arrangements, funded by the National ICT R&D Fund, is currently underway with Cisco scientists and Pakistani researchers collaborating to develop open source tools for performance monitoring of network traffic. The output of this work has already generated An application for a US patent is being filed as a result of the work carried out during the course of that research. In addition to its research ambitions, the Center will also be providing high quality professional training courses to PTCL and other telecom companies.

Chapter 4 PTCL SUBSIDIARIES & COMPETITORS

4.1 SUBSIDIARIES AND COMPETITORS

As already mentioned, presently PTCL has to face war with major competitors in mobile phone & WLL telephony operators; however, there are also competitors of its following subsidiaries/products:

SUBSIDIRAY/PRODUCT	COMPETITOR
Multimedia & Broad Band (ISP Product)	There is about 100 competitor of product throughout the country to provide Internet service to the customers. However, some of the major competitor ISP's of product are Cyber net, World online, Apollo, World Call, and Comsats WOL etc.
U-fone (Cellular service provider)	There are five competitors of Ufone in cellular phone industry i.e. Mobilink, Instaphone and C.M Pak, Telenor, Waridtel.
PTCL Calling Cards (Product)	Hello Cards, Call Point Cards, Call Mate Cards, Global Telecom Cards.
Wireless Local Loop (V-Fone)	Go CDMA, Wateen Telecom & World Call are the Fixed Wireless Telephone competitors of V-PTCL.

4.2 SUBSIDIARIES

UFONE

Ufone (Pakistan Telecom Mobile Ltd) a wholly-owned subsidiary of PTCL commenced its operations on 29th January 2001 as a GSM 900 service provider. Since the outset, it has expanded its coverage and customer base at a rapid pace and established itself as one of the leading cellular service providers in Pakistan. Ufone is now considered to be one of the most active, aggressive and innovative players in the mobile sector of Pakistan. The growth of the cellular industry is a direct result of the successful implementation of the telecom deregulation and cellular mobile policy by the Ministry of IT and Telecommunications (MOIT&T) and the support, guidance and timely enforcement of regulatory process by the Pakistan Telecommunication Authority (PTA).

KEY ACCOMPLISHMENTS

Ufone has always played a pivotal role in the development of the cellular market in Pakistan. For the most part, it has been a step ahead in introducing innovative products to the market. Ufone was a pioneer in launching the GPRS services and Multi-media Messaging Service (MMS) in Pakistan, and lead the way in introducing GPRS international roaming and prepaid international roaming for these services in the Pakistani market.

PERFORMANCE

The customer focus and best offering has allowed Ufone to build a subscriber base of **over 20 million** in less than a decade. Ufone has network coverage in **10,000 locations** and across all major highways of Pakistan. Ufone currently caters for International Roaming to more than **288 live operators** in more than 160 countries. Ufone also offers Pakistan's largest GPRS & BlackBerry Roaming coverage available with more than **200 Live Operators** across 122 countries. More recently, Ufone has become a focused and intensive leader in VAS, constantly introducing innovative services, which have been the first of their kind in the Pakistani cellular industry.

BRAND

While keeping its tradition of being the trend setter in the industry, Ufone changed the image of mobile phones from a luxury only affordable by the elite, to a necessity affordable by the common man. Since its inception, Ufone has positioned its brand for masses. In keeping with the upcoming competition and market dynamics, Ufone increased its focus on the youth segment (which comprises 50% of the population), with the Prepay brand. By designing market focused products, Ufone's brand team launched aggressive campaigns, which further increased the brand equity. The new brand image gained huge popularity amongst the targeted market. A recent marketing survey conducted by a prominent marketing research company showed that Ufone has considerably increased its brand visibility and image. Ufone's Prepay brand is now considered to be one of the most favored brands by the youth market and is followed by other mobile operators launching their respective brands for the youth market.

INTERNATIONAL COVERAGE

Ufone provides International Roaming facility with more than 150 international operators across 79 countries. Ufone has GPRS roaming agreements with several international operators and also provides prepaid roaming facility to selective destinations.

CUSTOMER SERVICE

Ufone is proud to have an efficient and friendly customer service through 21 company-owned Sales & Customer Service Centers and nearly 250 franchisees across the country. The outlets are able to service the customers with innovative solutions, and are empowered with Web based franchise management systems. Ufone is poised to face the ever increasing challenges of the market and is confident it will attract new customers. It has the ability to retain its existing customer base with a high level of customer satisfaction via optimum network service and a 24 hour call center facility.

NETWORK COVERAGE

Ufone has always believed in a solid commitment to growth, security and reliability. Therefore, Ufone has always balanced its expansion efforts and quality of service. With a total current investment of \$400 Million, Ufone has network coverage in more than 260 cities and towns and across all major highways of the country.

Ufone has been instrumental in the growth of the cellular market in Pakistan. It is a company committed to excellence. Under the new vision of Etisalat and with the support and collaboration of its employees and vendors, Ufone aspires to be the best in the market by offering customer focused products and a quality service and sales network.

4.3 COMPETITOR OF PTCL

There is no meager competitor of PTCL in landline but with the growth of telecommunication industry of Pakistan competition increasing specially in mobile phone sector. In total there are more than 800 million subscribers of mobile phone. There are 03 big players in mobile phone industry but 3 of them are the competitor of PTCL:

- *Mobilink*
- *Telenor*
- *Warid Tel*
- *Zong*

Other players in Land Line industry:

Operator	NTC	Brain Limited	World Call	Union Communication	Naya Tel
Customer	103,059	7,376	11,347	3,500	13,500

MOBILINK

Mobilink is a largest mobile phone company of Pakistan. Mobilink is currently having more than **31,958,597** users base which is the **36%** of total cellular industry of Pakistan. Mobilink is basically competing Ufone which is subsidiaries of PTCL.

TELENOR

Telenor is another cell phone company it have **17,841,074** subscribers which is **20 %** of total mobile industry.

WARID TEL

Waridtel is also providing cell phone facilities in Pakistan. Waridtel having more than **15,114,678** subscribers which is **17%** of Pakistan mobile industry.

4.4 NEW COMPETITORS

Other than mobile & land line PTCL is facing competition in F.W.T (Fixed Wireless Telephone) product market. Below are the major competitors.

- Telecard 501,680
- World Call 468,335

This has added competition for PTCL (**1,245,639**) in WLL (Wireless local Loop) field.

ROZGAR MICROFINANCE BANK

Your Company finalized the arrangements including regulatory compliances to acquire 100% ownership of Rozgar Microfinance Bank Limited. The acquisition is in line with PTCL Group's initiative on Digital-Commerce. The initiative includes offering digital payments and banking solutions.

Branchless banking brings a bouquet of financial services to consumers on the go. The services include P-P (person to person) Money transfer, mobile wallets, cash-in cash-out, bill payments, G-P (government to person) payments, merchant/retail payments, loan disbursement, loan repayment and more.

Branchless banking is used to substantially increase the financial services outreach to the mass unbanked communities. It represents a significantly cheaper alternative to conventional branch-based banking that allows financial institutions and other commercial sectors to offer financial services outside traditional bank premises by using delivery channels like retail agents, mobile phones etc.

Acquisition of Rozgar Microfinance Bank is an economic and cost effective regulatory compliance for PTCL Group to realize the benefits of opportunities being offered by branchless banking.

4.5 PRODUCTS AND SERVICES OF PTCL

Telephone Service

PTCL's one major service is that it provides Telecommunication Service to Pakistan for both domestic and international communication.

VALUE ADDED SERVICES

Following are the value added services of PTCL

Home services	Business services
<ul style="list-style-type: none"> • Analogue channels • Calling card • Dialup-Vfone • Domestic voice call tariff • Fixed line • International call tariff • Vfone • Phone n net • Payphone • I-PTV (Smart TV) 	<ul style="list-style-type: none"> • Broadband Pakistan • Call center • Co-Locations • DPLC • Fixed line • Satellite Phone • Radio Maritime • TV transmission • Voice messaging service

PREPAID CALLING CARD

That gives you nationwide access along with international facility. It comes easily affordable denomination of Rs. 250, 500, 1000, and 2000 and can be used from any PTCL digital phone

VOICE MESSAGE (KEH DO SMS)

PTCL voice messaging service, one can have all (or desired) calls recorded when one is absent, busy on Phone or do not want to attend the calls for any reasons. One can, later on at his convince, retrieve all recorded messages from any telephone anywhere in the country.

ADVANCE FREE PHONE

Advance Free Phone is a toll free number (0800), a facility by PTCL, which when combined with your ordinary phone number becomes a dynamic telemarketing tool. This number allows your customer to call you for free and get the information required.

UNIVERSAL ACCESS NUMBER

Universal Access Number is one telephone number for your offices in different cities.

VIRTUAL PRIVATE NETWORK

Any companies telephone exchange need virtual network. By using this software companies don't need a separate exchange.

UNIVERSAL PERSONAL NUMBER

Universal Personal Number is one number of your mobile or any phone. It is used throughout country wherever you go you can use that number.

PREMIUM RATE SERVICE

Premium Rate Service is service in which the bills are paid in advance at particular rate and then the service is used for that.

INTERNET SERVICES

Broadband Pakistan is latest internet product of PTCL that is DSL service and available in all major cities of the country. PTCL also provide Internet service at different Hour rates. With this service one can connect to Internet from any PTCL telephone line.

PTCLSMART TV

PTCL has started a digital interactive television service for the first time in Pakistan in 2008. By using the IPTV (Internet Protocol TV) Technology. PTCL brought Pakistan into the list of those few countries that are providing the interactive TV services to their customer.

BROADBAND WI-FI

PTCL has launched a broadband Wi-Fi service to its fixed line broadband that gives users the access to use broadband service anywhere in the house.

EVO WIRELESS BROADBAND

PTCL EVO is Pakistan's fastest 3G wireless broadband internet which offers its customers, "Superior 3G Internet experience". EVO wireless is operational in 99 cities nationwide, and enabling a broadband wireless revolution in Pakistan.

SERVICES FOR CORPORATE CUSTOMERS

PTCL is striving hard to facilitate its valued corporate customers at each level of service. PTCL offers a host of unmatched services to meet the needs of the Corporate Customers. The list of Corporate Services is given as under. For more information regarding any of the following services, PTCL *Corporate Customer Centers* can be contacted.

INBASED VALUE ADDED SERVICES	VALUE ADDED SERVICES
<ul style="list-style-type: none"> ● 0800-Toll Free ● PTCL Calling Cards Domestic And International ● Premium Rate Service - 0900 ● Virtual Private Network 	<ul style="list-style-type: none"> ● Universal Access Number (UAN) ● Universal Internet Number (UIN) ● ISDN PRI ● TelePlus (ISDN/BRI) ● Local

	/Domestic/International Leased Bandwidth And Point To Point Leased Lines (DXX) <ul style="list-style-type: none"> • Local Leased Circuits (2 Wire/4 Wires) (DXX) • Digital Facilities • Digital Subscriber Loop (DSL) • Co-Location • Tele mail • Call Centers (new)
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✓ **Universal Access Number (UAN)**

UAN (Universal Access Number) service is ideal for organizations Engaged in marketing of products or services. Here is a list of business that can avail UAN Service.

<ul style="list-style-type: none"> • Banks • Newspapers • Airlines • Hotels • Shipping Lines • Fast Food Outlets • Consumer Products Companies 	<ul style="list-style-type: none"> • Insurance • Credit Card Companies • Travel • Courier Services • Utility Services • Trading Companies • Stock Brokers
---	--

✓ Voice Messaging Service (VMS)

- With PTCL Messaging Service, you can have all for (or Desired) calls recorded when you are absent, busy on phone or do not want to attend the calls for any reason. You can, later on at your convenience, retrieve all recorded messages from any telephone anywhere in the country.
- Security of message is ensured against eavesdropping through subscriber controlled password.
- **PTCL VMS** is designed for those who do not want to miss a call or Fax because that can be beneficial.
- Great for anyone owning a telephone or Fax, at home or business.
- Much more powerful and flexible than answering machine due to Message options available in your voice mail system.

Features

- Call answer
- Fax
- Messaging
- Notification
- Capacity 10 messages
- Free for user paying RS. 2000/- or more bill/month.

✓ PTCL Messaging Plus

- **PTCL MESSAGING PLUS** is designed for small and medium business enterprises having problems with managing telephone message.
- **PTCL MESSAGING PLUS** will definitely handle these problems for you. Advanced messaging features save time, make you truly mobile and increase productivity.
- Essential for time-conscious executives, frequent travelers and Professional groups.

Features

- Call answer

✓ **Co- Location Centers**

- Pakistan Telecommunication Company has taken land mark decision to establish co location centers throughout the country.

- **Service concept**

This service is basically for telecom data and I.T companies. These companies will install their equipment directly in PTCL premises in ready fitted environment. The primary purpose is to provide a number of resilient and centralized connection and control facilities in which co-location center's communication can be located.

Benefits

- Easy access to local & international connectivity
- Quick deployment of services
- Minimum capital investment and cost saving
- Higher reliability and quality of service
- Full connectivity under one roof
- Just plug in and start business

Target market

- IT companies
- Telecom data companies

✓ **Universal Internet Number (UIN) 131**

UIN 131 numbering scheme for internet services providers, represent exclusive code to each ISP.

Service concept

The concept of the service just like toll free 0800 but charges a local call for each connectivity attempt, UIN involves allocation of numbers to individual ISP's who are licensed by PTA.

Functionality

The service functions under single – meeting billing system, with promise of rich dividends in terms of customer care.

Benefits

- The benefit goes to the end users who happen to be any ISP customers.
- Once subscribed, the service means timeless communication for your customers, allowing them to pay for a single call irrespective of its duration.

Target market

- ISP's

✓ **Virtual Private Network (VPN)**

Communication is the secret of success in today's highly competitive market. When it comes to enabling your enterprise, your communication got to be instant, fast and hassle free. The answer to this corporate need is virtual private network.

Service concept

It is an innovative and intelligent private network to integrate business/enterprises having sub-offices within a city or nationwide. Without necessity installation of dedicated resources, VPN enables organization to create a private network.

✓ **Digital Cross Connect (DXX)**

Telecommunication networks are the most important infrastructure elements of any business today. As the businesses increasingly depend on it, quality of networks is gaining strategic importance.

Service concept

PTCL offers flexible and reliable data services solutions through a high quality platform of digital leased line network. PTCL digital cross connect (DXX) network provides the most dependable media for WAN connectivity with more than 200 nodes country wide.

Features

- End to end digital connectivity on digital cross connect network
- Country wide as well as global coverage
- Flexible bandwidth to suit the requirement
- Better quality of services

Target market

- Corporate customer
- Software exporters
- Data network operators
- Airlines/travel agencies
- ISP's
- Financial institutes
- Courier services

✓ ISDN BRI/PRI

It is a near broadband experience suitable for household and small/medium sized organizations.

Features

- Faster and clear voice
- Fax and data communication on a single phone
- PRI provides thirty 64 kbps user channel plus two 16 kbps signaling channel
- BRI provides two 64 kbps user channel plus one 16 kbps signaling channel
- Cost effective

Chapter 5 HUMAN RESOURCE PRACTICES OF PTCL

5.1 ROLE OF THE HR DEPARTMENT

The Human Resource department of the company operates in an auxiliary, advisory, or facilitative relationship to other departments in the organization. Any staff unit, whether it be personnel or otherwise, exists to help the line effectively. It has been created in the first place to take advantage of specialized talent and knowledge. The H.R department of the company generally performs the following roles:

5.2 POLICY INITIATION AND FORMULATION

The SEVP of the H.R. Department is the individual most actively involved in policy revision to cover recurring problem or to prevent anticipated problems. Ordinarily these are proposed to the president of the company, and it is up on the latter's authority that the policy is actually issued. When proposing a new or revised policy the personnel director must analyze problem that have occurred in the past, survey other companies to determine how they handle similar situations, discuss the matter with colleagues and subordinates and give due consideration to the prevailing philosophy in the organization.

5.3 ADVICE

A major portion of the activities of those engaged in staff personnel work is in the nature of counsel and advice to line manager. Countless examples can be given. A shop foreman may be confronted with a grievance over distribution of overtime. Another foreman may have the problem employee who he feels should be disciplined or even suspended. At the time of the annual review of all salaried personnel for possible pay increases, the operating manager plays a key role in advising operating manager on the administration of the program.

5.4 CONTROL

The H.R. Dept. carries out important control functions. It monitors the performance of line department and other staff departments to ensure that they conform to established personnel policy, procedures, and practices. The control function of the personnel department is quite comparable to the activities of a quality control group that measures product variables to ensure conformance to engineering specifications or to the activities of the auditing staff that inspects accounting records to ascertain conformance with prescribed standards.

5.5 SERVICE

The service responsibilities of the H.R. department are apparent when one examines such things as the employment, training, and benefits functions. The tasks of recruiting, interviewing and testing job applicants are performed in the H.R. Dept. Training programs are planned, Organized and often staffed through the H.R. Department .H.R. Department must see that adequate instructional materials and facilities are available. Once pension and insurance programs have been setup, all claims must be through the H.R. Dept.

5.6 HUMAN RESOURCE MANAGEMENT AT PTCL

The PTCL has won reputation in the field of land line & WLL services for the domestic & commercial customers. It has been achieved only due to the proper and exact functionality of the Human Resource Department. The Head of the Human Resources Department is the SEVP and his team comprises of EVP's & General Managers of different zones.

The Human Resource Department may advise the administration and the board of directors on special issues of the company and then it offers services in order to accomplish the task. It not only gives advice, offers services but also control the policies of the administration. PTCL is have its official Facebook page to attract the local and international Human Capital, PTCL is also have a LinkedIn profile to interact with professional and find good Human Talent for their department.

PTCL Wins Global HR Excellence Award 2011

Pakistan Telecommunications Company Limited (PTCL) has won the prestigious “2nd Global HR Excellence Award 2011” in recognition of its outstanding organizational performance in the telecom sector.

During my internship at PTCL I have worked in Human Resource department of PTCL. PTCL does not have a proper HR before but now it has a well establish Human Resource Department named as PTCL HR Wing. HR Wing Comprised of Some Branches such as:

- 1. Administration Branch***
- 2. Examination Branch***
- 3. Staff and Establishment Branch***
- 4. Welfare Branch***
- 5. Legal Branch***
- 6. Dispatch Branch***

Now we will discuss about each department briefly.

5.6.1 ADMINISTRATION BRANCH

Efficiency and disciplinary Roles 1973 stated that if an employee is not working we can take action against him. The condition which leads to take action against an employee is; Late comer, Misbehavior, Violation of Rules & Regulation etc. In case of one these violation a Show Cause notice will be send to the employee and he has to explain that Show Cause, if he is unable to provide good explanation a disciplinary action will be taken against him. In case of punishment PTCL give to type of Punishment i.e. Major Punishment and Minor Punishment. Major Punishment includes Dismissal, Removal, Compulsory Retirement, and Reversion to Lower Scale. Whereas Minor Punishment includes Censure (means warning), Withhold of Promotion, Recovery of Revenue loss, and Stoppage of Increment.

5.6.2 EXAMINATION BRANCH

The examination branch of the PTCL deals all the Staff training, Clerical work, dealing appointment dealing, dealing Internships. The examination branch is the department works under Administration Branch and is responsible for the general office and clerical work. It perform the task been assigned by the Admin or the PTCL head office. e.g internships appointment and training orders to transfer the employees to the PTCL Training School.

5.6.3 PERSONNEL BRANCH

Personnel branch of PTCL deals Performance appraisal, Financial Benefits, Management Transfer, Posting, Holidays, Career, Arrears, Increments, Disciplinary Cases, and Promotions. Personnel branch do the appraisal of employees from January to December every year to gauge the performance of the employees to achieve the common goals. The appraisal at PTCL also called Annual Confidential Report (ACR). Personnel branch use an appraisal form for the appraisal of employees. The form includes all the skills, attitudes, and knowledge of the employee. In every branch the Business Manager makes the appraisal of the staff and sends it to the Head office for further action. Five years performance appraisal is must for promotions. The Promotion is deal by the Departmental Promotion Centre (DPC). Promotion is based on Seniority, Competence, and Performance.

Leaves in PTCL

Despite the approval of leave by the approver, no employees shall proceed on leave until the issuance of leave notification from HR. HR Signatory for region shall be the Sr. Manager at the regional and Sr. Manager Staff in headquarters. HR shall maintain “Leave Card” for each employee entailing full record of leave transaction. HR shall issue four different color copies of leave notification. Red to pay roll section. Yellow to employee. Blue to employee’s concerned department. Green in personal file of the officer. Pakistan Telecommunication Company Limited pays great attention to their employee work life balance. In which leaves plays a very vital role; there are several types of leaves PTCL provide to employees as follows:

1. **Casual Leave:** Casual leave is the general or ordinary leave an employee can avail. For regular staff casual leave is 28 days per year while for contract employees it is 8 days in a year.
2. **Ex-Pakistan Leave:** If someone wants to go outside of a country for some reason such as Umra, or any other work outside a country. In this leave an employee will get a routine salary. The leave will be on approval of the HR Manager.
3. **Special Leave:** Special leave is only for female and it will be 130 days in case of Husband's death.
4. **Medical Leave:** Medical leave will be granted only in case of accident, illness, injury etc. In this leave a certificate will be required from a doctor who is curing an employee.
5. **Maternity Leave:** Maternity leave is for female if she is pregnant or gives birth to a child. This leave is for 90 days.
6. **Extraordinary Leave:** Extraordinary leave is for 1 to 3 years without salary. An employee who have completed 5 year of service will get 3 years of leave and if an employee have completed 3 year of service he will get 1 year leave.
7. **Leave Preparatory to Retirement:** In Leave preparatory to retirement an employee is just preparing himself for retirement and he will get a routine salary. If an employee has completed 25 years of service he can get 1 year of LPR. If someone does not want to avail the leave then he will get paid for 6 month.
8. **Leave Encashment:** In leave encashment if an employee does not avail the LPR vacations he will get 6 month extra payment and his routine salary also. He can also avail a house for himself from PTCL. In the age of Sixty he will get retired.
9. **Half Pay:** Half pay is for the employees who want to go for temporary leave such as Preaching. If an employee want no break in his service, then he get half pay and will count present.
10. **Disability Leave:** Disability leave is for the employees who have suffered due to accident.

Increments

Increment are the annual increase in salary of all the employees working for PTCL, it is based on the scale of an employee. For example 1300 rupees will be added to the salary of grade 7, and rupees 1500 will be added to the salary of grade 10, and 2400 rupees will be added to the salary of grade above BPS-10. The increment has a limit of rupees 2400 per year.

5.6.4 PERFORMANCE APPRAISAL AT PTCL

In PTCL, the rating scale method is used to measure the performance of the employees, in this method different traits or qualities of employees are measured using a bipolar rating scale and each trait is assigned a rate a value from a given set of values (poor to excellent or something like that). These traits includes communication, punctuation, skill, quality work etc. a diagrammatic representation of rating scale is give following.

Employee's traits	Ratings				
	Poor 1	2	3	4	Excellent 5
<i>Quality of work</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Punctual</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Communicatio skills</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Cooperative</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 05: example of rating scale method

The personnel branch at PTCL deals the performance of BPS 1 to BPS 20 grades of employees, and is managed by the SAP (Standard Access Program). SAP is software which contain all data such as increments, Transfer, posting etc. PTCL also use another software called Human Capital Management System (HCM), which have all the data of employees from their hiring to retirement, the services, pension, and experience and all the data related to their career are there in the Human Capital Management System. All the promotions and incentive of the employees are based on the performance they have showed in their respective department. If the performance of an employee is not good or he lack some skills then the personnel branch forward the record of that employee to the training and development manager of PTCL, later on the training is arranged by Staff training college for these employees to overcome their deficiencies in the respective skills. PTCL continually provide training to their employees who are lack of the particular skills to improve performance and to achieve the common goals and objective of the company, and to compete in the market and meet the consumer demand with confidence and greater efficiency and effort. If the performance of an employee is not good after the training then he can be punished or demote to the lower scale.

The format of the form includes four parts as follow:

1. Assessment of Competencies which includes

- i) Sense of Responsibility and Self discipline
- ii) Team work

2. Interpersonal & Communication Skills

3. Integrity

4. Functional Competencies

- i) Knowledge of job and expertise
- ii) Commitment to excellence/ quality
- iii) Result Orientation
- iv) Customer Focus
- v) Planning and Organizing

5.6.5 TRANSFER, PROMOTION, LAYOFF

For these tasks the H.R. Dept. serves primarily in a coordinative capacity. When employees are moved from one department to another either because of the needs of the business or because of individual requests, the personnel records may be studied to ascertain that they possess the requisite skills. Layoffs typically are processed by the H.R. Dept. to ensure that the proper order of preference is followed. This can become complicated if combinations of jobs, departmental, and plant wide seniority rights must be observed. When a vacancy occurs in a position, it may be filled by promotion from within or by direct hiring from outside the company. This decision is often made jointly between the H.R. Manager and the executive in charge of the department where the vacancy has occurred. Many companies may establish policies to cover matters of this type. The actual final decision as to which candidate is chosen for the promotion is largely made by the executive in whose unit the vacancy has occurred.

5.6.6 TRAINING AND DEVELOPMENT

Human Resource Training and Development is a process for developing individual skills and effectiveness. Individual effectiveness, in terms of skills, knowledge and attitude, is one of the essential building blocks towards achievement of the wider goal of improved organizational efficiency and effectiveness. The development of the individual and the organization are therefore inextricably linked. Training can and must make a significant contribution towards securing both individual and organization objectives. Every manager, potential manager and employee must receive the training required to perform his/her job effectively. A true Human Resource Development (HRD) plan must deliver real tangible and measurable results.

In the context of ongoing change process at PTCL the role of Training & Development function has gained even more significance to change the mindset of the employees and their approach towards the company and the customer. PTCL's executives and staff needs to be taken through an extensive training & development campaign and we at T&D are committed towards transforming PTCL into a Hub of highly skilled human capital that will prove to be a driving force in steering PTCL to its vision.

VISION

The PTCL Training and Development wing will be a center of excellence in training services and consulting that works in close partnership with its internal/external clients to build competencies that achieve business goals.

MISSION

To provide a learning environment and tools to help our customers reach their full potential.

CORE VALUES

- Open and free exchange of information at all levels.
- Continuous learning.
- Learners are active participants in all aspects of the training process.
- Search for innovative PEOPLE DEVELOPMENT solutions.

WORK PLACE TRAINING

The work place training or on job training (O.J.T) is the key factor of the policies of the Human Resources Department .As the company is public dealing entity so the work place training is the integral factor for the good will and the status of the policies and services of the company.

REFRESHING COURSES

The refreshing courses enhance the potential capabilities of the staff and the performance as well. The refreshing courses are conducted by Regional Telecom Training Schools (RTTS) and sometimes by Telecom Staff Colleges & are attended by the staff members on the recommendations and behalf of the H.R. Department. Refreshing courses are for the managerial and Technical staff. So they are equally and firmly evaluated and enhancement of their capabilities is achieved.

On-the-job training and coaching are performed by the line supervisor or by a specially designated employee who acts in the role of an instructor. It is the responsibility of the personnel industrial relations group to determine training needs in cooperation with the line management.

Once the needs are established, the personnel training specialists must design a program to accomplish the desired results. If the program takes the form of in service class room courses, it usually is administrated by H.R. Department. Coaching, performance appraisal, and post appraisal counseling, job rotation, understudies, and special broadening assignments are largely executed by operating managers but coordinated by a central H.R. Dept.

PTCL has established its own training facilities as detailed below:

- **PTCL Training Centre, Canal Town Peshawar**
- **Pakistan Telecommunication College (PTC)**

The regional level staffs training schools are also involved for extending training facility to all the staff members of the organization, based at regional headquarter level such kind of Regional Telecom training schools are

- **R.T.T.S Lahore**
- **R.T.T.S Multan**
- **R.T.T.S Faisalabad**
- **R.T.T.S Karachi**
- **R.T.T.S Islamabad**
- **R.T.T.S Peshawar etc.**

The types of training being offered are:

- Initial training for the new staff generally 03-06 months as per designation
- Refresher courses for existing employees.
- Promotion training courses.
- Special emergent technology trainings.
- Some times PTCL also sings contracts with its suppliers/vendors for foreign trainings.

URGENT TRAINING NEEDS PROGRAM

The Urgent Training Needs which realistically depict the post VSS scenario are being assessed and catered immediately by conducting customized training programs. The involvement of all departments, regions and business units for providing their valuable input in the form of TNA response is essential for accurate identification of their requirements. Given the transformation stage, the most eminent developmental needs were highlighted and incorporated in this program.

CUSTOMER CARE INITIATIVE

To achieve the pinnacle of Excellence in Customer Service envisioned by the President/CEO the Training and Development department has assumed the responsibility for effectively imparting training under the Customer Care Initiative to all PTCL employees.

HRD PLAN FOR 2009-10

Training is one of the tools used for the development of employees and to consolidate change on sustainable ground. In order to address the training needs of all stakeholders of PTCL, EVP (T&D) has directed training region administration to conduct comprehensive Training Need Assessment of PTCL employees. This exercise of TNA is required for developing an effective and need satisfying Human Resource Development Plan for PTCL training centers. The pilot run of this program is expected to commence by the end of April 2009.

TRAINING INCENTIVE OFFERED TO VSS OPTEES

For the rehabilitation of VSS Optees, PTCL offered a package of post VSS training & development services, out of which the most beneficial and helpful service offers were Vocational and Technical trainings.

REVAMPING PROJECT OF PTCL TRAINING & DEVELOPMENT BY ETISALAT ACADEMY

PTCL has a huge training infrastructure throughout the country that is geographically wide spread. To revamp this wing of PTCL and transform it into a profit center, Etisalat Academy has been engaged for this project with the following main objectives:

- Evaluation of existing training infrastructure
- Identification of potential and non-potential training institutes
- Development plan for proposed training set-up
- Comprehensive workforce analysis of existing Human Resources in T&D department
- Proposals regarding computerized learning management system
- Preparation of Quality Assurance (QA) systems & procedures
- Determination of Key Performance Indicators (KPIs)

IMPLEMENTATION OF ERP SYSTEM IN T&D

The focus of the project is to set up and maintain the qualifications catalogs, create and evaluate profiles for a range of objects (for example, persons and positions), evaluate career and succession planning scenarios, set up appraisal systems, as well as plan, hold, and evaluate appraisals, create development plans, and work through individual development planning scenarios by customizing the functions of personnel development to meet customer requirements.

PTCL ACADEMY ACTIVITIES

PTCL Academy has been revitalized with a new vision to be recognized locally and regionally as a center of excellence in the provision of state-of-the-art training and consultancy services in telecommunications and related fields. It will provide a platform for the creation, dissemination and exchange of knowledge and expertise in all areas of telecom and IT to internal and external stakeholders. Some of the programmes on its agenda are:

- Ph.D. Programme
- MS programme
- Post Graduate Diploma
- Cisco Regional Academy Programme
- Oracle Academy Programme
- Joint venture with CISCO and NUST
- Seminars / Short Courses / Certificate programmes
- Course development for new offerings (technical and management courses)
- Testing / Inspection of telecom equipment

LINEMAN TRAINING PROGRAM

The declaration to celebrate year 2008-09 as year of Customer Care & Satisfaction by the President/CEO of the company, has entrusted upon Training & Development Department a gigantic task to transform our line staff who are the real customer care agents of PTCL. This initiative is the part of company's strategic vision to turn PTCL a leading corporate entity in highly competitive business environment of telecom industry. A mega training campaign has been launched for all the Linemen of PTCL. The training module prepared by Training & Development department has tried to address all skill needs most direly required by our Linemen to cope with emerging technologies in telecommunication. This training will significantly improve both soft and technical competencies of our linemen and we believe that this training shall be remembered as a milestone in PTCL's history.

QUALITY AWARENESS PROGRAM

In order to create quality awareness and skills improvement of PTCL staff, a 3-year QA plan has been made. The project is scheduled from March 2007 to December 2009. Following four types of programmes are under the work plan:

- Installation Quality Standards
- Quality Auditor Course
- Companywide Quality Awareness
- ‘Train the Trainer Programme’ offered to the faculty of PTCL training centers

SENIOR MANAGEMENT DEVELOPMENT PROGRAM

Etisalat Academy being the lead consultants of PTCL’s Training and Development department has proposed a meritorious program for the development of Senior Management Team (SMT) of PTCL. The workshops, their contents and out comes have been reviewed and have been found beneficial for the company. Proposed plan of five workshops is in line with emerging concept of Continuous Professional Development. CPD is being promoted for conscious updating of professional knowledge and enhancement of professional competence throughout a person's working life. PTCL Training & Development wing is committed to the pursuit of professional excellence with its Senior Management Team. PTCL’s SMT, though possesses matchless functional competencies, will benefit from these workshops.

INTERNSHIP PROGRAM

As per existing policy approximately 194 internship offers were made during 2008-09. Currently, we are in the process of invigorating our Internship Policy. During the last couple of years Internship Programme at PTCL has received special attention and focus. The overall concept has evolved from its traditional perspective into a strategic perspective. We look forward to this programme not only as a learning opportunity for the participants but also a prospect for PTCL in its continuous endeavor for talent hunt. It is the process by which we not only contribute significantly to the development of the best talent in professional and leading universities and schools, but it also aims at creating “PTCL Ambassadors” that spread goodwill of the company all over the country. This programme is intended to provide students with the

opportunity to apply what they are learning in their academic pursuits to real world situations. Through the successful implementation of this programme, PTCL looks forward to rightly identify, recruit, train and develop its most important need of the day i.e. the Human Resource.

NOMINATIONS FOR OPEN HOUSE TRAINING PROGRAM

Besides aforementioned activities the Training and Development Department is organizing a complete database of the training firms/institutes and the freelance training consultants. Staff is being nominated for open house training programs offered by reputable firms to assess the efficacy and the relevancy of the program.

5.6.7 COMPENSATION ADMINISTRATION

The work of designing and installing a job evaluation program is handled, for the part, by the H.R. department with some consultation with line managers. The decision to adopt a particular pay structure with pay grades and fixed minimums and maximums for the grades is a top management responsibility. The day-to-day work of analyzing jobs, evaluating their worth according to a formal job evaluation plan, and maintaining suitable records is are H.R. dept. functions Periodic wage are conducted by the H.R. dept., but any firm decision to rise or change the entire schedule is particularly always reserved for the chief executive officer of the organization. There is no overtime pay in PTCL. Following three types of compensation packages are being served to PTCL staff.

- ❖ *N.B.P.S (National Basic Pay Scale)*
- ❖ *N.C.P.G (New Compensation Pay Grades)*
- ❖ *N.T.C (New Terms and Conditions)*

PAY PACKAGES

The packages are also determined by the Human Resources Department. These are determined on the basis of performance, ACR, qualification and seniority. It has comparatively low pay packages yet good ones. The managerial posts are filled directly by the Human Resource Department. On the other hand the Technical Lower and mid-level supervisory staff is hired by the means of:

- 1) Direct Hiring
- 2) Promotion on seniority bases

The promotions are on the seniority cum fitness basis .So the qualified and the efficient workers are supposed to come up to the top. Human Resource Department also deals with the retention and firing of the employees. In case of deceased employee, one of his children gets the job in the company according to his qualification. According to qualification and skills it ensures the employee benefits. More over the Human Resource Department also cares for the old age benefits of the employees. It is obvious that the Human resources Department is of key importance and is playing a complementary role in the development and promotion of the company.

5.6.8 WELFARE BRANCH

PTCL have a well-established Welfare Branch which Consist of Medical facilities, Benevolent Funds, Pension, Uniform facilities.

MEDICAL FACILITIES

PTCL have well established plan for the employees' health. PTCL have two dispensaries in Peshawar region i.e.

- 1. Health Unit PTCL ----- Khyber Bazar Peshawar City***
- 2. Health Unit PTC/PTS -----Near BISE Peshawar***

In every city PTCL has its dispensaries for their employees. If there is need for surgery then PTCL have contract with the panel of Hospitals i.e.

1. *CMH*
2. *Fauji Foundation*
3. *Al khidmat*

There is a formal procedure for getting Medical facility from these hospitals. First employees have to show their service card in these hospitals so as to ensure medical treatment. After treatment the hospital prepare a bill and send it to the Peshawar head office which is send to the Head office Islamabad and after approval the District Divisional Officer (DDO) make the payment to the respected hospital. The hospital bill is generally for one month. Family members are also included in the medical facility such as parents, wife and children. The maximum limit provided by the ptcl to their employees is Rs. 450,000/-, if the medical charges exceed this limit then ptcl is not liable to support the employee's extra medical charges.

BENEVOLENT FUND AND OTHER FACILITIES

Benevolent Fund or (BF) is a deduction from the salary of an employee. BF is deducted every month from the salary of employees, this deduction is based on an employee's scale, such as BPS-1 to BPS 4 has 100 rupees BF deduction, while BPS-4 to BPS 20 has a 155 rupees deducted as a BF. In case of a death of current employee PTCL pay 10,000 for funeral, and after death the widow is paid till death and re-marriage. The amount of payment made to the widow is also depend on the scale of an employee such as the widow of BPS 1 to 4 is paid 3000 rupees per month and BPS 4 to 20 is paid 4000 rupees per month. These payments' form are signed by GM and sent to Lahore Head Office and after approval these forms they send it to Peshawar Head Office and then it is being sent to the relevant Unit and after than a DDO make the payment.

On Medical Ground: When a person personally receive Benevolent Fund due to medical unfitness.

Accommodations Facility: If someone is living in a private or in his own then he will receive a payment of rupees 5000 per head as an accommodation charges.

Marriage Grants: PTCL provide marriage grants to its employees' daughter as rupees 50,000 per head. The requirement for this is NIC and Original Nikha Nama if she has not an NIC then Form B will be required. This grant is only for daughters not sons.

Transport Charges: Transport charges are for employees and his children's pick & drop only for specified locations and an employee will receive 100 rupees if he has not avail this service.

5.6.9 LEGAL BRANCH

Keeping into account the saying that Company can sue and can be sued, it is just like an artificial person; therefore PTCL has realized that a full pledge legal branch is important to cope with cases faced by the company. The legal branch corresponding is mostly on e-mail and a lower ratio on letters with the Head Office. PTCL have legal unit in every branch and in small exchanges they have been informed by the Supervisor or Manager about any legal issue. There are three types of cases a legal branch is handling as follow:

- *Civil Cases*
- *Criminal Cases*
- *Labor Cases*

CIVIL CASES

A lawsuit brought to redress a private wrong such as breach of contract, encroachment, or negligence; or to enforce civil remedies such as compensation, damages, and injunction. Also called civil action, civil proceedings, or civil suit. Civil cases are casual cases faced by the company such as land, and billing etc. In a civil action, the defendant is the party called to **answer** claims brought by the **plaintiff**.

Civil cases are always deals in civil courts; Senior Civil judge is the Civil Court Head. Important cases are judged by the Senior Civil Judge. Company never leaves a single case of Rs. 5. Senior civil judge has subordinates called civil judges. Complete documents must be there to support your case. Before filing a case company must have complete documents regarding the case.

Power of Attorney must be given to the lawyer that he is corresponding on behalf of the company to the court. The Head Quarter gives us a suggestion to file a suit. During filing a case the legal branch consult the Senior Manager and then General Manager. Bold step can be taken if a person is violating the company rules & regulations. Lawyers from Peshawar have been registered in the Head Office. Head Office selects a lawyer for the case, but in emergency legal branch of Northern Telecom Region-I Peshawar, can select a lawyer, and the next day the legal

branch communicate to the Head Quarter and brief him about the case. One such example include as; once National Highway Authority (NHA), was dig the road and during that they damage PTCL wire which was worth 44 lac rupees and then PTCL legal branch had file a suit against NHA and recover that money and PTCL appreciate this timely action by the legal branch.

Time Factor: Time factor is very important in legal matters it means does not delay the case, and take instant action.

In legal preceding a Summon will send by the court to the client; both to the Plaintiff and Dependent. The court has to send a full document to the Plaintiff or Dependent and then take his sign on the Summon. In case the dependent does not receive other documents he will write to the court that Summon has been received but does not receive other documents/ claim by the Plaintiff. A Plaintiff has to send the Claim/ Dawa with Summon to the dependent. When a legal branch receives a Claim then the Legal Assistant scan it, and sent it to the Head Quarter that what action should be taken. The Head Quarter makes amendment/changes if necessary, and tell us which lawyer has to choose. Before suing a case we make Vakalat Nama (It is an authorization that this lawyer will conduct the case), which is signed by the General Manager (GM), and lawyer, and a lawyer will submit it to the court. PTCL legal branch also send a representative with the lawyer to observe the case. PTCL give an authority letter to the representative to attend the civil court case proceedings. A representative will be a PTCL employee. Legal branch send a representative for his own safety, and to ensure that a lawyer is honest or not. In personal cases if a person is busy he can give a Power of Attorney to the lawyer.

Plaintiff: A person bringing a case against another in a court of law.

Representative Duties:

- A representative will attend the court during evidences. It is very important to attend the evidences because sometimes a representative has vital information that no one know except the representative.
- A representative should have an Attorney Letter to ensure that a representative is not a stranger.
- A representative should not be interfering in the case.

- A representative will immediately report to the department if there is negative thing occurs during the court proceedings.
- If a representative gets late he will submit an application for delay.

Federal Service Tribunal (FST)

Federal employees will go to Federal Service Tribunal for any legal issues they face in their tenure.

CRIMINAL CASES

A court proceeding in which a person who is charged with having committed or omitted an act against the community, Company or state is brought to trial and either found not guilty or guilty and sentenced. Standard of proof for crimes is higher than for civil wrongs and, for major crimes such as a murder, guilt must be established beyond a reasonable doubt. Also called criminal suit. In a criminal action, the defendant is the party accused of committing a crime. In criminal cases FIR goes to first goes to the Magistrate then Judicial Magistrate and after then will goes to the District and Session Court.

LABOR CASES

Labor

The aggregate of all human physical and mental effort used in creation of goods and services. Labor is a primary factor of production. The size of a nation's labor force is determined by the size of its adult population, and the extent to which the adults are either working or are prepared to offer their labor for wages. Labor is person who cannot give an order.

Labor Court

A **labor court** (**labor court** or **industrial tribunal**) is a governmental judiciary body which rules on labor or employment-related matters and disputes. In a number of countries, labor cases are often taken to separate national labor high courts. Other states, such as the United States, possess general non-judiciary labour relations boards which govern union certifications and elections.

In Pakistan labor court is National Industrial Relation Commission (NIRC). Which is dealing all the labor cases.

Labor cases are about the company employees' misconduct breaching a contract and damaging or stealing company assets. It is also called internal labor cases. Labor cases includes creating disturbance with colleagues, coming late, Card games in office or during work, misbehave with officers, Habitual Absentees, Stealing office things, Harming/damaging company property/equipment, Violating rules and regulations of a company, and Misrepresentation (Fraud degree or documents).

Pension

If a person has completed 20 years of service and is pensionable he can get retired by his will or after 60 years. In case of any offense a person can loss his annual increment or sometimes he can be demoted to lower scale.

Job Termination

When someone is no longer employed with a particular company, this is known as job termination. Job termination may be mutually agreed upon, as might be the case with an employee who leaves to pursue other options, or it may be forced, as in the case of someone who is fired. An employee may also choose to terminate employment independently for a range of reasons. Job termination can be good or bad, depending on the circumstances and the reasons, but it is a good idea to make the best of it in any case.

In PTCL sometimes an HR department keeps employees on probationary period. In PTCL if a person is terminated and he want to go to court before going to court he must have to sent representation to the General Manager. Representation is an appeal but in official language we call it representation. In representation an employee has to prove himself innocent to the General Manager (GM). After representation the General Manager will give an answer to the employee within fifteen days. Representation Appeal should be sent to General Manager (GM), by Post not by hand. In case of no answer an employee has to give him a legal notice by himself or lawyer, a lawyer cost will be 700 Rupees. In case of no answer to legal notice or if an employee are not satisfied then he has to go to court.

If PTCL's own employee steals cables or anything PTCL will dismiss that employee. If an employee steal something PTCL will make an FIR on him and can send that employee to jail.

The FIR will for lower staff (Peon, Driver, Gatekeeper, Linemen), not for the management they will be dismissed. Then there is two situations occur in case of any offense i.e.

Bail able Offense: where bail is acceptable.

Non Bail able Offense: where bail is not acceptable at any cost.

Employee Dismissal

Dismissal is when you end an employee's contract. When dismissing staff, you must do it fairly.

There are different types of dismissal:

- fair dismissal
- unfair dismissal
- constructive dismissal
- wrongful dismissal

Fair and unfair dismissal

A dismissal is fair or unfair depending on:

- your reason for it
- how you act during the dismissal process

Constructive Dismissal

This is when an employee resigns because you've breached their employment contract. This could be a single serious event or a series of less serious events.

An employee could claim constructive dismissal if you:

- cut their wages without agreement
- unlawfully demote them
- allow them to be harassed, bullied or discriminated against

- unfairly increase their workload
- change the location of their workplace at short notice
- make them work in dangerous conditions

Wrongful dismissal

This is where you break the terms of an employee's contract in the dismissal process, e.g. dismissing someone without giving them proper notice. Wrongful dismissal isn't the same as unfair dismissal. If an employee thinks you've dismissed them unfairly, constructively or wrongfully, they might take you to an employment tribunal.

5.6.10 DISPATCH BRANCH

The dispatch branch at PTCL Peshawar branch deals with Post Office Work. It deals all the incoming letters and outgoing letters, and keep full record of the whole Post work in a separate registers. There is two register for this work named Incoming Letters and Outgoing Letters and for local corresponding this branch uses a General & Local register which include everything about these corresponding. In these register we note a Letter number, date, name of the sender organization, and in what condition we receive the letter it means if we receive a close letter we write Close envelop in the register, and then forward it to the relevant unit. PTCL post code is 470 and TCS code is available on internet.

5.6.11 PENSION BRANCH

PTCL has a separate branch for dealing pensions of senior employees who are at the age of 60 years or completed 20 years of service. If someone wants to get retire by his own will he must have to complete 20 years of service in PTCL. If an employee died in and he has 10 or 15 years service then he will not be paid a pension. To calculate the pension amount for the employee PTCL Pension Branch uses a formula which includes Basic embaImment, Services. The formula is as follow:

Basic embaImment x Services x 7/300 = Gross Pension

COMMUTATION OR GRATUITY

Commutation or Gratuity is the amount which is sold to government that is 35% of the gross pension and the remaining 65% of gross pension is paid to employees on monthly basis. For this 65% of gross pension the company gives a Pension Book to their employees who have retired in the age of 60, or completed 20 years of service with PTCL to draw money from Post Office or National Bank of Pakistan. The commutation table is provided by the Ministry of Finance. The Pension Branch prepares a case and sends that to Lahore to Deputy Director Pension and when they approve that pension the DDO makes the payment. After 1997 Post office does not pay the amount of pension.

5.6.12 RECRUITMENT

The department first determines the need of employees to be hired .The post against each vacancy is advertised and then the applications are invited from the applicants. If there is a post of manager cadre; the SEVP personally is the interviewer of the interviewees along with his team. PTCL is also using an online Human Resource Hiring Management System in order to find the best fit for the organization.

RECRUITMENT PROCEDURE

The recruitment procedure of PTCL is as follows: First position or vacancy is announced in the electronic media and print media via Internet and newspapers respectively. Then applications are scrutinized as per specification in the job description and job specification. Candidates are being short-listed. The next step is Test of short-listed candidates. The next step of the PTCL recruitment process is the interview. They usually Use a structured and semi-structured interview for the candidates. Last but not the least is the verification of the documents.

RECRUITMENT METHODS

There are basically 2 methods at PTCL frequently carried out when desired, these: methods are as follows:

- **Internal Recruitment**
- **External Recruitment**

Internal Recruitment

In this method the candidates are recruited within the PTCL. It is a search mode in which the PTCL check out the potential and right and desired person within the PTCL. In order to get desired candidates they advertise within the organization. Job specification and job description by using Notice Boards.

External Recruitment

In this method PTCL recruit externally from the outside environment. For this method they use different modes to recruit the people. Few of the methods are as: follows carried out in past as well as currently, Online Recruitment, Use of Print Media, (Newspapers)

Quota System

There is a percentage reserved by each quota differentiated on the basis of Gender and Province.

- Punjab 50%
- Sindh 20%
- Khyber Pakhtunkhwa 17%
- Baluchistan 10%
- Women 5%
- Handicapped 2%
- Child Labor Nil

MODES OF RECRUITMENT

PTCL Advertise its vacant positions through different sources of media these are as Follows:

- Official Web Site
- PTV
- The NEWS
- The JUNG
- NAWA-A- WAQT
- Google (Online application forms)

SELECTION

Selection is the process of choosing from a pool of applicants the individual or individuals who best fit the selection criteria for a given position. PTCL has got very effective and efficient selection.

SELECTION CRITERIA

These are the following steps carried out by PTCL in order to meet selection

- Recruitment (Advertising Job specification &Description)
- Application (Online & Forms)
- Screening of applications
- Test
- Interview
- Final Decision Making
- Joining Letter

INTERVIEW METHODS

The interview method depends on the situation and conditions but there are three types' interviews but two of them are and were in focus of PTCL while carrying out Selection. These three methods are:

- **Structured Interviews**
- **Unstructured Interviews**
- **Semi Structured Interview**

But at PTCL there are only 2 types used which are:

Structured Interviews are those which are preplanned and predefined in order to check the skills, abilities, knowledge, behavior, and required potential of the candidates.

Unstructured Interviews are those which are not predefined and preplanned but they are based on conditions and possibilities.

5.6.13 HUMAN RESOURCE PLANNING

Another new function that has emerged in recent years in human resource planning (also called manpower planning). Sometimes a specific person or office has this as its primary responsibility; more commonly the responsibilities are shared by several people within the corporate personnel unit. Human resource planning is the process by which a firm ensures that it has the right number of qualified persons available at the proper times, programming jobs that are useful to the organization, and which provide satisfaction for the individuals involved. The principal elements involved in human resources planning are as follows:

- 1) Goals and plans of organization.
- 2) Current human resource situation including skills inventory.
- 3) Human resource forecast including comparison of projected future demand for employees with projected supply.
- 4) Designing programs to implement the plans.
- 5) Audit and adjustment.

5.6.14 EQUAL EMPLOYMENT OPPORTUNITY

Very commonly the Senior Executive Vice President (SEVP HR) in the company bears the major responsibility for ensuring that the organization complies with the various equal employment opportunity laws and regulations. She or he often delegates the day-to-day detailed administration to someone within the H.R. department who either specializes in this field of work or who performs these duties along with others department such as the employment function. Usually the Chief Executive Officer (CEO) of the company, whether she or he is called the chairman/chairperson of the board or the president, plays a key role in the formulation and implementation of equal employment policy.

5.6.15 EMPLOYEE RELATIONS

When a union has been certified by the National Industrial Relations Commission **N.I.R.C**, as the result of an election, as the sole and exclusive bargaining agency (E.B.A) for the employees, then management must bargain with it in regard to wages, rate of pay, hours of work, and other conditions of employment. The principal tasks involved in handling labor relations are contract negotiation, contract interpretation and administration, and grievance handling.

The H.R. department plays very significant role in labor-management relations. The director of industrial relation usually serves as a key member of the bargaining team often acting a chief management spokesman. In operating on a day-to-day basis under the terms of the labor agreement, line supervision often finds frequently occasion to consult the H.R. department regarding such matters like allocation of over time, handling of transfers and layoffs, and the application of contract work rules.

PTCL EMPLOYEE DEVELOPMENT PROGRAM

PTCL has provided motorcycles on ownership basis to its Customer Services Representatives and technicians of field units as part of the company's employee development initiatives.

5.6.16 INFORMATION TECHNOLOGY

The information system is the core of the operating of the each and every organization. It helps in the policy formulation and the running of the business affairs properly by providing the 1st hand and accurate information. The whole Human Resource Department functionality depends upon the information system. Better the information system, better the Human Resource Department. The company is now in a process to develop its own HRIS system so that it may have good information system and be able to serve the employees as well customers through Human Resource Department efficiently and effectively.

5.6.17 CURRENT HR ISSUES OF PTCL

PTCL offered VSS (Voluntary Separation Scheme) to its regular staff. Under this program, all regular status employees under the age of 58 as of 15 November, 2007 are eligible to participate in this PTCL VSS. Employees interested in opting for VSS will have 60 days from the announcement date of 15 Nov, 2007 to complete and submit the enclosed Option/Wavier Form to the VSS Support center using the enclosed pre- addressed & pre-paid envelop. If an employee choose not to opt for the VSS & remain at PTCL under the current terms of employment. The VSS is completely voluntary. Employee decision either to participate or not to participate is voluntary at his will. Additionally PTCL established a VSS support center to assist employees in the decision making process. The support center staffed with Support Officers that can help employees understand his individual VSS package & answer any questions he may have. The support center remained available throughout the VSS program rollout, Monday to Thursday 08:30 AM to 05:00 PM – Friday 08:30 Am to 12:30 PM (Break 12:30 PM to 02:00 PM) – Saturday 08:30 AM to 03:30 PM by calling toll free number **0800-13531**.

E-mail: (vss@ptcl.net.pk).

ACHIEVEMENT THROUGH VSS PROCESS ACHIEVEMENTS

- a) Decrease in Surplus/Not needed staff by 29979 staff members of all categories.
- b) Decrease in future staff pays payments by almost 40% each year.
- c) Opportunities open for new highly qualified/trained staff.
- d) VSS will help PTCL make corporate image better.
- e) Ratio of staff with respect to the working capacity will improve up to 1570 Lines/employee.

WEAKNESSES OF PTCL HR

- The Human Resource Department is not up to the mark for the proper appraisal system of the staff.
- The policies of the company are determined by the board of directors in accordance with the H.R. Department. However there are certain policies in which the Human Resource Department is dependent on the Ministry of IT & T Govt. of Pakistan
- Employees have developed a psychology that promotion criteria & procedures of the Human Resource Department of the company are not justified.
- The quality of service in areas is much poor hence creating the problems for customer.
- Human Resource Department is lacking employee training centers. There are only two Staff colleges. On the other hand the training opportunity is not provided to all the staff equally.
- If an employee wants to study during the job, he has to take approval from the Human Resource Department of the company; there are certain bottle necks for taking such approval. The management also never encourages employees for enhancing their qualifications/technical skills.
- The staff did not get any benefit for their higher qualifications in the shape of promotions or pay increments.
- Proper evaluation of the employees is not in the normal functioning of the company.
- Refreshing courses are on & off, not timely and frequently

Chapter 6

ANALYSIS

6.1 GENERAL ANALYSIS

PTCL is the largest and oldest company in telecommunication industry of Pakistan. It is the mother of all the telecommunication companies in Pakistan. PTCL is the Gateway for these companies and for the electronic media in Pakistan. All companies whatever industry they are in are using PTCL landline phone which is very helpful for these companies' correspondence with their clients and Head Quarter and for nationwide and international usage. In this report we have discussed earlier about the PTCL history, organization structure, Subsidiaries & Competitors, Products & Services, and Human Resource Management. By considering all the above we come to know that PTCL is the biggest organization in Pakistan but are facing a cut throat competition in the telecom industry. PTCL are using state of the art technology but also have to use latest technology to compete in the market. PTCL has a strong Subsidiary named Ufone which is the third largest company in the telecom industry of Pakistan. Ufone is also known for his TVC ads, as the most promising marketing campaign. PTCL is also relying on Corporate Social Responsibility as discussed earlier in chapter 1. PTCL has well established Human Resource Department which plays a vital role in the development of the PTCL. PTCL has largest training network for their employees to improve the performance of his employees to compete in the telecom industry and bring more innovative and creative for their employees. In this analysis I think PTCL has utilizing the latest technology and are going with the time and side by side.

After privatization PTCL improved their services very well and again in the competition with giant in the industry. After privatization they introduce the layoff system called Voluntary Separation Scheme (VSS), in order to reduce the number of employees due to financial crisis in the company, and they have done well. Through VSS PTCL has reduced the surplus of employees, reduce their pay expenditure up to 40% and avail the opportunity to hire highly qualified staff.

6.2 HRM ANALYSIS

Human Resource Management is part of the organization concerned with the people dimension. Human resource management has four major functions i.e. Staffing, Training & Development, Motivation, and Maintenance. In these four function comes much more sub function etc. PTCL Human resource department consist of the seven branches named Administration, Personnel, Examination, welfare, legal, and dispatch branch. All the branches have some duties and responsibilities to complete and report to the Human Resource Manager. In the analysis phase we will discuss about the contemporary practices of PTCL. We have discussed each branch in detail above, which shows a positive sign and describe that PTCL have and established Human Resource Department and are playing vital role in the development of the Pakistan Telecommunication company Limited. PTCL HR department is using an online hiring management system to find the best fit for their organization. PTCL has managing his official page on Facebook, and have Official LinkedIn profile to meet the need of the time.

As we discussed earlier that PTCL has a well-established Human Resource Department but still there is a need to overcome on some weaknesses which PTCL HR department exist, as follow:

- Low infrastructure in the HR wing
- No fresh blood, old employees
- Low health and safety
- Low work burden on employee
- Don't have proper performance appraisal system
- Low Monitoring by the Human Resource Manager
- Don't have proper space for the office files
- Lack of responsibility
- Low motivation of employees
- Lack of reward system

6.3 SWOT ANALYSIS

STRENGTH

PTCL enjoys monopoly State Of the Art International Gateway Exchanges & Satellite Earth Stations. PTCL have largest network with its state of art technology and new digital exchanges. These are the few important characteristics of PTCL network.

- It is the largest and oldest company of Pakistan
- International Submarine Cables
- High Capacity National Fiber Optic Backbone Ring
- 36 Transit Exchanges with easy Facility of Expansion
- About 99% Digitization of Country Network
- Strong Platforms & Exchanges for Value added Services
- Up to date technology
- Monopoly over the local market
- Skilled Human Resource
- Innovative policies
- Availability of infrastructure
- Liberal policies for IT investments
- Government support
- High profits
- Large no of staff
- Power to make policies
- Large network
- Globally recognizable
- Good Credibility
- PTCL has a strong research and development department
- Nationwide reach
- Largest operational network and infrastructure
- Good market reputation in the stock exchange

WEAKNESSES

- Image – Government organization.
- Regional & Domestic Political Instability
- Weak economy & corporate profiles
- Over staffing
- Poor employee relations
- Professional jealousy
- Corruption (TA/DA etc.)
- Unionization
- Analog technology
- Slow decision
- Poor marketing
- Conflicts
- Nepotism
- Favoritism
- Inefficient staff
- Non motivated staff
- People resist changes
- Poor staffing
- Low employee motivation
- No reward in case of good performance shown by the employee at any level
- Lack of Customer focus
- Over employment and low productivity
- Very low employee moral
- Bad office infrastructure
- Low young blood

OPPORTUNITY

- Growth in telecommunication industry,
- Market Size
- Privatization & liberalization
- Govt. IT operations & projects
- Innovation
- Introduce new technology
- Local handset manufacturing

THREAT

- Strong competitors.
- Political Instability
- New cellular companies
- Privatization bad debts
- Economy's depression
- Internet offers by different mobile company is another threat to the DSL Service by PTCL
- Internet USB offers by different mobile company such as Telenor and Mobilink
- Ability to retain qualified professionals

Chapter 7 RECOMMENDATIONS

- The Human Resources should take less time in recruitment and training the staff.
- Highly qualified & trained staff may be deputed in HR department.
- Refreshing courses should be adequate and more frequent during the year.
- The promotional criteria by the Human Resource Department should be defined and be as per rules.
- More training centers should be established. If there is lack of resources, it is difficult, the training centers of the other organizations in the same capacity can be utilized by determining the terms and conditions.
- During the training by Human Resource Department the ethical values should be more emphasized.
- The proper and competitive evaluation of the methods and procedures adopted by other competitors will enhance the performance of Human Resource Department.
- This is the era of Information Technology. The functions and procedures of the company should be converted from manual to the automatic. It will enhance the performance & accuracy of the Human Resource Department and ultimately of the company. Human Resource Department should allocate resources for this purpose.
- Human Resource Department may advice and train employees for one window operation in order to reduce the time and conserve the resources.
- Agents for the promotion of the company policies and to facilitate the customers by the Human Resource Department may be appointed with proper check and balance system.
- Pay packages may be revised in the light of profit earned by the organization.

Chapter 8

CONCLUSION

No doubt PTCL is enjoying monopoly but the time is came when competition will force company to change its policies to become favorite telecom service provider in the market & keep its current place & customer base. The actual working substances are the human beings. It goes without saying that Human resources are the most important in the organization and so does the Human Resource Department. It integrate all the activities and functions of the company like job analysis, recruitment, staffing, training, designing compensation package, employee's appraisal system. Human Resource Department plays the key role in the hiring, retention, motivation and promotion of the employees. Actually it assigns the specified duties to the specified persons in this age of specialization. Human Resource manager should be well versed and confident in his field. He should be humane, well natured and have go face reading capabilities. All this ensures his success. He should be of the notion "victory is not everything, but the way of fighting is".