



05 Oct 2020

Circular # HR 30-2020

**ZONE MANAGERS (ZMs) SKILLS ENHANCEMENT/
PROFESSIONAL DEVELOPMENT PROGRAM**

1. **Prelude.** Quality Management of human resource has to be integrated in the Strategic Management Process for any organization. Apropos, having a career path for every position in an organization not only strengthens its functions/ systems but also ensures in achieving professional goals of individuals as well as business goals of that particular organization.
2. **Objective.** To ensure availability at hand by having a pool of ZMs within GO through job enrichment of promising COCO Officers.
3. **Hiring Process of COCO Officers**
 - a. DGM COCO/ S&M Department to share detail with HR Department regarding future projections on quarterly basis.
 - b. Request for the requirement of staff shall be submitted to HR Department minimum one month prior to the commissioning of a COCO site.
4. **Selection & Development Concept.** Presently, there are 26 x Zones in S&M Department. For effective functional control, number of Zones would remain same; however, the Management for better repute and sustainable growth considers improving the quality of ZMs imperative. In this regard, Company's pursuance for COCO sites is likely to afford the opportunity in recruiting, training and finally selecting better performing COCO Officers that meet the criteria of a ZM; thus, enabling the Company to have flexibility to assign Zones to the better/ deserving ones.

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5. Skills Development

- a. **Criteria for Hiring.** Minimum education criteria for a COCO Officer shall be Post Graduate; however, MBA/ Masters and Engineering degree holders would be preferred.
- b. **Progression Process**
 - (1) A deserving COCO Officer meeting the criteria shall only be selected as ZM after completion of one year with GO.
 - (2) Promising employees after serving minimum 6 x months as COCO Officers shall be selected for 3 x months to work at the Head Office.
 - (3) After completing 9 x months of service (including three-month hands-on training at Head Office), selected COCO Officers would be assigned to assist ZMs in the important Zones.
 - (4) Apart from hands-on training in the Head Office Functions, COCO Officers would also be required to attend training organized centrally by the HR Department along with ZMs.
- c. **Financial Growth Vis-à-Vis Progression Process**
 - (1) COCO officers would be hired according to the Salary Range (as mentioned in para 3(e) of HR Policies & Procedures – COCO Sites).



- (2) After successfully assisting ZM in a Zone and completing mandatory employment period of one year, COCO Officer would have to pass through the Recruitment and Selection process of GO. Successful candidates shall be required to resign from 3rd party so as to be eligible to be taken on GO payroll. He would then be assigned an independent Zone and his salary shall be fixed mean of the salary of all ZMs. Thereafter, he would be governed by the Reward & Compensation Program of ZMs.

6. For compliance, please.

General Manager HR

Brig Muhammad Naeem Sarwar (Retd)

Chief Executive Officer

Khalid Riaz

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