

Human Resource and Support Services



Human Resource Management



6 Human Resource Management

Human Resource Management Department (HRMD) is the backbone of organizational change management initiatives. The Department facilitates in creating a desirable work environment for employees, thereby enabling them to make effective contribution to achieve organizational objectives.

6.1 Overview

Human Resource Management Department continued to advance its strategic contribution during FY17 wherein focus remained on HR Policy Review, Talent Resourcing, Career Development, Performance Management, Training & Development and Employee Relations.

6.2 HR Profile

In view of ongoing automation and business process re-engineering, workforce rationalization is moving in the desired direction. Consequently, a reduction of around 54% has taken place in the working strength of SBP BSC since its inception. The resulting mismatch arising out of the early retirements is managed through fresh inductions in a rational manner. The grade-wise comparison of headcount for FY16 and FY17 is illustrated in **Table 6.1**.

Grade	No. of Employees			
	FY 16		FY 17	
	Total Strength	Percentage	Total Strength	Percentage
OG-7	1	0.04%	1	0.04%
OG-6	9	0.33%	8	0.29%
OG-5	35	1.27%	40	1.47%
OG-4	73	2.66%	82	3.01%
OG-3	241	8.78%	283	10.43%
OG-2	847	30.84%	899	33.19%
OG-1	836	30.44%	833	27.91%
Below OG-1	704	25.64%	639	23.66%
Total	2,746	100%	2,785	100.00%

6.3 Policy Review and Development

During the year under review, various organizational development initiatives have been undertaken as part of a continuous improvement plan.

6.3.1. Development of Promotion Policy for OG-1 & Above Officers (Technical Side)

This policy aims to streamline promotion process for the officers on Technical Side and provide them career development opportunities through a competitive and transparent selection process.

6.3.2. Development of Policies to Strengthen Employee Relations Framework & Leave Policy

In line with management commitment to reinforce employee engagement and motivation, Reward and Recognition, Communication Policy, Whistle Blowing Policy and Code of Conduct were introduced. A comprehensive Leave Policy was issued to cater to various needs/circumstances of employees.

6.3.3. Review of HR Policies for Cash & Other Sides Officers

As an initiative to improve organizational performance and provide career progression opportunities, HR Resourcing Strategy was realigned through consolidation of business functions. Accordingly, Cash, General and other Sides have been merged so that General Side policies are applicable on Cash and other Sides as well. This will also provide opportunities to the talented officers from former Cash Side for career progression through promotion to higher grades.

6.3.4. Development of Policy for Performance Improvement and Separation

The policy provides opportunities to improve performance through a structured approach. For those officers, who do not achieve prescribed performance standards within the stipulated time period, a separation mechanism from the Bank's service has been put in place. In this regard, necessary amendments in SBP BSC Staff Regulations (2005) have also been incorporated.

6.3.5. Development of Event Management Team

In order to facilitate effective management of events (particularly the mega events) hosted by SBP BSC, Event Management Team (EMT) comprising officers from SBP and SBP BSC, who possess desired competencies for the purpose, has been constituted.

6.3.6. Brief on Instructions issued on Major HR Matters

A comprehensive brief on various instructions issued on HR matters is given in **Box 6.1**.

Box 6.1: Brief on instructions issued on HR Matters

- (1) Standardization of Key Performance Indicators for Group Heads, Regional Heads and Chief Managers
- (2) CMT-HOD Instructions on Departmental/Field Office Administration and Record Management
- (3) Photo ID Medical Cards (jointly with GSD)
- (4) Revision in Rates of Daily Allowance
- (5) Revision in Rates of Stipend for Interns
- (6) Formation of Health, Safety & Environment Committee
- (7) Resolution of issues regarding Cash Department

6.3.7. Initiation of Salary Survey

After carrying out due process, the contract for conducting salary survey was awarded to M/s Ernst & Young Ford Rhodes Sidat Hyder. Going forward, as per Board approved methodology and completion of salary survey, Compensation and Benefits of Officers will be reviewed accordingly after necessary approvals.

6.4 Workload Analysis

An organization-wide Workload Analysis (WLA) project has been undertaken through external consultants i.e. M/s. Mazars Consulting. The purpose was to determine ideal headcount/manpower required to perform business functions against benchmark positions across SBP BSC. The consultants used a blend of qualitative and quantitative tools/techniques including data collection sheets, focused group discussions, executive interviews, physical observation of procedures etc., which enabled them to develop understanding of the organization and work volumes vis-à-vis respective staffing levels. Finally, the workload assessment methodology was applied following time and motion study to determine the required headcount against identified benchmark positions ranging from OG-1 to OG-7. In future, the annual manpower planning process shall be based on the results obtained from WLA.

6.5 Talent Resourcing

During FY17, prime focus of HRMD was directed towards organization-wide strengthening of HR base through induction of qualified resources. For the purpose, inductions were made across multiple hierarchical levels under various recruitment initiatives. The short-term HR needs were also being met through contractual personnel. Brief on major initiatives is given in **Box 6.2**.

Box 6.2: Brief on Recruitment Initiatives during FY17**(1) Young Professionals Induction Program-6th Batch**

A batch of 75 trainees was selected under 6th Batch of Young Professionals Induction Program (YPIP), which after successful completion of pre-induction theoretical training, shall formally join the Bank's service during 1st quarter of FY18 as Officers Grade-2.

(2) Officers Training Programs-5th & 6th Batch

Eighty-two and seventy-five officers were hired under 5th and 6th Batch of Officers Training Program (OTP) respectively, who have been posted in Departments/Field Offices. Further, recruitment process for 7th Batch has also been initiated.

(3) Hiring of Professional Engineers

Keeping in view the shortage of technical staff, future business needs and upcoming mega projects, 26 Assistant Executive Engineers from civil, electrical and mechanical side were inducted. Two Executive Engineers also joined the Bank's service.

(4) Hiring of Security Guards

In order to beef up the Bank's security function, HRMD initiated recruitment drive for hiring of ex-servicemen as Security Guards on contractual basis. A total of 157 Security Guards was inducted in FY17 while another recruitment drive for future needs in Balochistan has been initiated to augment security of the upcoming and current installations in the Bank.

(5) Hiring of Procurement Specialists for General Services Department

In order to enhance expertise in procurement area of General Services Department (GSD), an exclusive drill for the recruitment of two Procurement Specialists, has been initiated.

6.6 Career Development

One of the key objectives of HRMD is to provide career development opportunities to talented employees along with proper succession planning. Taking this very fact into consideration, HRMD successfully completed the Promotion Cycle during FY17 (**Table 6.2**). Further, the Bank's Clerical/Non-Clerical employees were offered option for change of Side/Cadre so as to provide them an opportunity to further their careers. After an exhaustive evaluation process, 50 employees were re-designated in their new Grades/Sides.

Cadre	No. of Employees Promoted
Officers	165
From Clerical/Non-Clerical Staff to Officer Cadre	7
Clerical/Non-Clerical Staff (Scale Promotions)	137
Total	309

6.7 Performance Management System

In order to improve effectiveness of Performance Management System (PMS) processes, various initiatives have been undertaken. The Bell-Curve quota distribution observed for performance year 2016-17 is given in **Table 6.3**.

A	B+	B	C	D
10 percent (On earning basis)	18 percent	47 percent	15 percent	10 percent (On earning basis)

6.7.1. Annual Merit Increase Budget

Annual Merit Increase (AMI) budget for officers was allocated at 10% of salary budget and it was tailored according to pay-for-performance principle (**Table 6.4**). Moreover, Performance

A	B+	B	C	D
12 percent	10 percent	8 percent	5 percent	NIL

Appraisal Guidelines for Employees on Extended Leave, Deputation, Leave Till Retirement (LTR) and Leave Preparatory to Retirement (LPR) etc., have also been simplified.

Similarly, Clerical/Non-Clerical employees were awarded 7% performance increase across the board. Further, on the basis of rendering satisfactory performance, one-time performance award of 3% of monetized salary for the year 2016-17, as evaluated in their Performance Evaluation Reports, was given as detailed in **Table 6.5**.

Performance Categories	PER Range of Marks	Rate of one-time Performance Award per employee per year
Very Good	41-50	Rs 41,000/-
Good	31-40	Rs 34,000/-
Satisfactory	11-30	Rs 31,000/-
Unsatisfactory	0-10	Nil

6.7.2. Automation of Performance Management System

The online Performance Management System (PMS) Planning and Performance Review applications (mid-year review and appraisal phase) have been successfully implemented for the performance year 2016-17.

6.8 Employee Relations

HRMD is looking after various HR related legal matters, including verification & confirmation of employees, disciplinary matters, retirement & benefits etc. In order to foster better relations with separating employees, letter of appreciation and acknowledgement has been introduced to honor their long-term commitment. Further, confirmation/verification procedure has been streamlined wherein services of more than 116 employees have been confirmed while around 225 cases of retirement, superannuation and resignation have been finalized in FY17.

6.9 Training and Development

SBP BSC recognizes the need for development of its officers and, therefore, is committed to providing them opportunities for personal growth in line with business needs of the Bank. In line with this broad objective, HRMD continued to focus on providing a sustained and robust mechanism for meeting the capacity development needs of the Bank in terms of availability of current and future skill set, talent development and succession planning.

Training Tracks	No. of Participants
In-house/NIBAF Function Specific Training	2,040
External domestic Institutions Training Programs	225
Foreign Training	36
Total	2,301

During FY17, capacity building opportunities were provided through participation of promising employees in training programs at NIBAF, domestic institutions of repute (IBA, LUMS, PSTD, IBP etc.) and foreign training institutes. Further, Training budget to all Field Offices has been allocated for conducting in-house training sessions. Brief summary of various training tracks is given in **Table 6.6**. Major Initiatives in this regard are briefly mentioned in **Box 6.3**.

Box 6.3: Brief on Training Initiatives during FY17

(1) Conduct of Management Development Centre for OG-4 to OG-7 by SHMA Consultants

Sidat Hyder Morshed Associates (SHMA) conducted the Management Development Centre (MDC) during Q1 of FY17 (July-September 2016) for 108 officers (OG-4 to OG-7) across SBP BSC. SHMA also conducted training program for 11 selected officers of SBP BSC identified as potential Assessors to conduct in-house MDC and for 13 officers to administer the Centre in future.

(2) Management Development Program for OG-3 Officers

A specialized program was designed for OG-3 officers of SBP BSC, which comprehensively covered technical and soft skills areas e.g. cross-functional linkages of SBP and SBP BSC, leadership & managerial communication, problem solving and decision making etc. Six iterations of Management Development Program (MDP) have been successfully completed covering 135 OG-3 officers.

(3) Online exams through Learning Activity Management System

Three online exam sessions had taken place during FY17, in which 382 officers participated from across SBP BSC with a success ratio of 63.6%. Among six basic level courses offered, Issue & Treasury remained the most opted course with overall share of 24.3% (93 participants). Further, new features have now been added to the Learning Activity Management System (LAMS) Portal for easy navigation and better user experience.

(4) Skill Enhancement of Unionized Staff

Various specialized trainings were designed by HRMD, in coordination with CBA, for unionized staff. Trainings were aimed at enhancing the skills of employees such as writing, MS Excel, communication, cash operations, duties of workers as described in IRA-2012 etc.

(5) Pre-Induction Training Program of Young Professionals Induction Program-5th Batch

A 12-week training program for trainees under Young Professionals Induction Program (YPIP)-5th Batch was organized at NIBAF, Islamabad. Curriculum was reviewed and necessary amendments were made to increase effectiveness of the training program. A 6-week Hands-on-training at HOK was also arranged for these employees in four iterations.

(6) Training of Super Users for PMS Application

Training sessions for newly developed online PMS Application were organized for participants selected from Field Offices and HOK.

(7) Summer/Winter Internship Program

Internship programs for 394 students of HEC Recognized Universities were organized at 16 Field Offices and HOK.

(8) Globus Super user Training – Globus T-24 upgrade project

Globus T-24 Up-gradation Project has been successfully completed at SBP BSC with guidance & support from Information Systems Department (ISD). In this regard, a total of 1,209 officers has been trained in their respective Field Offices.

(9) Enterprise Risk Management initiative at SBP BSC

Orientation of SBPBSC employees on Enterprise Risk Management (ERM) is part of business goals of Risk Management Department (RMD) - SBP. From SBP BSC's side, HRMD is coordinating to complete the process in the most effective & efficient manner. In FY17, twenty two sessions on ERM were arranged and a total of 637 officers participated in these sessions.

6.10 Future Outlook

The prime objectives of HRMD are streamlining the HR processes, facilitating organizational change management process, creating a congenial work environment for employees as well as to attract, develop and retain highly capable human resources. In order to maintain an optimal balance of human resources, the inflow of human resources and early retirements are being monitored regularly. Moreover, workload analysis conducted through the support of an external HR consultant, will also help in determining the ideal headcount necessary to perform business functions. The Department aims to focus on skills up-gradation, leadership development, credible succession planning etc.