

General Services



7 General Services

The dynamic nature of business at SBP and its two subsidiaries demands provision of continuous support and efficient services, which are catered to by three dedicated departments i.e. General Services Department (GSD), Engineering Department and Internal Bank Security Department (IBSD) of SBP BSC.

7.1 Overview

The provision of sustained and cost effective support services plays a crucial role towards smooth conduct of business by an organization. Presently, this job is being performed jointly by three departments of SBP BSC: General Services Department, Engineering Department and Internal Bank Security Department. They are providing common services to State Bank of Pakistan, SBP Banking Services Corporation and National Institute of Banking and Finance. They extend support services in the multifaceted areas such as procurement, consultancy, vehicles, furniture & fixtures, medical, security, travel and printing etc. The entire work related to construction of any new building for SBP (i.e. its plan, supervision and consultancy to ensure timely completion), besides renovation and maintenance of existing buildings is carried out by the Engineering Department.

7.2 General Services Department

7.2.1 Overview

Provision of cost effective, timely and quality support services to SBP and SBP BSC is a key mandate of GSD, which employs dedicated efforts to ensure the best standards of “Customer Services”. The procurement of goods and services, in accordance with Public Procurement Regulatory Authority (PPRA) 2004 and Procurement of Consultancy Services Regulations (PCSR) 2010 rules, is one of the major responsibilities of GSD. The Department provides quality services in travel, health care, salary & related benefits disbursement and printing. Moreover, GSD also provides policy inputs to various types of requests coming from SBP and SBP BSC Field Offices, relating to the procurement of different assets and services.

7.2.2 Procurement of Equipment and Services

7.2.2.1 Procurement of IT Equipment and Services

IT Equipment & Services are considered to be the lifeline of a dynamic and efficient organization. It needs not be overemphasized that the cost-effective technical up-gradation through procurement of IT Equipment & IT Consultancy Services is a major challenge. In order to meet this task, 34 major IT procurement projects covering the areas of Software, Hardware & Networking Accessories were successfully carried out during FY17. The major projects include: Real-Time Gross Settlement (RTGS) upgrade, Very Small Aperture Terminal (VSAT) Satellite Bandwidth, Call Centers equipment for Banking Conduct & Consumer Protection Department (BC&CPD) and Pakistan Remittance Initiative (PRI), Corporate Desktop IT Equipment, IT Infrastructure Servers, Countrywide Local Area Network (LAN) switches replacement, Network Intrusion Detection & Prevention System, Voice Recording Solution for Treasury Operations Department and procurement of various software / licenses renewals for different departments of SBP.

7.2.2.2 Procurement of Furniture, Fixtures, Office Equipment & Stock Items

An uninterrupted supply of frequently used goods and services by stakeholders of SBP, including general public, is crucial for the smooth functioning of the Bank and its subsidiaries. Accordingly, procurement of these items is being carried out in a productive and efficient manner. In this regard, procurement of more than 45 different indents required by departments of SBP and SBP BSC were completed during FY17. A brief description of major procurements made has been given in **Box 7.1**.

Box 7.1: Major Projects Completed

- Cash Handling Machines, Countertop and Desktop Banknote Sorters for all the Field Offices;
- Security related items including CCTV Surveillance System, Walkthrough Gates, Hydraulic Road Blockers, Baggage Scanners, Speed Gates and Turnstile, Walkie Talkies, Metal Detectors, Bullet Proof Jackets and Helmets, Security Guard Uniforms for HOK and all Field Offices;
- Fire Suppression Systems for Banknote Processing and Authentication Systems (BPAS);
- Furniture and fixtures for SBP and SBP BSC, including Heritage Meeting Rooms;
- Stock items including Stationery of all kinds, Consumables of Computer, Non Computer and Communication Items, printing material (chemicals, printing plates) paper & cards for SBP Printing Press.

Provision of services for repair and maintenance, relating to furniture & fixtures and office equipment of SBP and SBP BSC, is another function performed by GSD. During FY17, around 600 jobs were completed. Other noteworthy jobs performed by the Department included: (i) maintenance of Day Care Centre, Gymnasium and SBP Guest Houses, (ii) allotment of KDA Bungalows, Male & Female Hostels and SBP Flats at Islamabad, and (iii) arrangement of drinking water for SBP and SBP BSC HOK, etc.

7.2.2.3 Procurement of Consultancy & Services

An important segment of GSD's responsibilities consists of procurement of a broad range of consultancy services, which include Human Resource (HR), Information Technology (IT), Engineering, Financial Advisory, General Consultancy etc. During the period under review, 27 major contracts were awarded / signed. A good number of procurements which were initiated in FY17 would be finalized during FY18.

The Department takes pride in owning the role to serve as the pioneer for conducting "Regionalized Procurement". The idea of decentralization, aligned with the management philosophy, was successfully materialized through engagement of Security Firms providing services of Security Guards & Lady Searchers separately for Northern, Central and Southern Regions.

In addition to regular procurements, a number of similar jobs pertaining to Field Offices were dealt with included: seeking approvals at different stages i.e. for initiation of procurement, advertisement, payment of advertisement charges and subsequently award of different contracts. Another significant function performed by GSD is to serve as the custodian of Governor and Staff Huts. Their regular maintenance, repairs, safekeeping, booking and record maintaining etc. are being performed by GSD.

7.2.2.4 Vehicle Procurement and Maintenance

There may not be two opinions about the fact that procurement and maintenance of vehicles is a crucial task by any means. Importance of this function gets reinforced when seen in the backdrop of quantum of work to be handled for the entire SBP and SBP BSC. In this regard, vehicles amounting to Rs 69 million were procured during FY17. This procurement process encompasses multiple aspects, ranging from the purchase of entire vehicle to the issuance of number plates and other statutory requirements, if any. All these procurements have taken place with due diligence and in accordance with stringent budgetary requirements as well as PPRA rules.

GSD functions regarding maintenance of vehicles also include: (i) acting as a liaison between the Bank employees and the vendor; (ii) timely addressing the concerns of officers regarding services of the

vendor; (iii) issuance of insurance claims; (iv) payment of outstanding bills, if any; and (v) settlement of issues regarding surveyors and providing the requisite feedback, if needed.

7.2.3 Health Care and Medical Services

Continuous efforts are being made to provide the best available medical facilities with regard to Hospitals, Consultants, Laboratories and Medicines etc. Local purchase of medicines has been automated, thereby enabling the concerned officials to track the trend of local purchase issuance, if required. Project concerning the issuance of Digital Photo ID Medical Cards, initiated during the year 2014, has been completed for the active employees, whereas for retired employees, it is in the final stage. Further, in order to enhance awareness about health-related issues, various consultancy sessions & screening camps regarding multiple diseases were arranged at Head Office and Field Offices. During these sessions, renowned Consultants were invited to share their valuable knowledge on the relevant subject(s). Moreover, On-line Queue Management System for “Doctor’s Appointment” has also been installed successfully for smooth provision of Out Patient Department (OPD) services. Reconstitution of Medical Committee as Medical Review Committee is also a milestone achieved, thereby leading towards potential improvements in the medical facility extended to the serving employees / ex-employees and their dependents, besides providing an institutionalized forum for appeals against Medical Board’s decisions.

7.2.4 Printing and Publication Services

GSD is providing printing services to SBP, SBP BSC and NIBAF through the Bank’s state-of-the-art, printing press, which is equipped with new and old blend of true Offset Lithographic Technology to perform designing, printing, finishing and binding of publications. Moreover, in order to consistently manage quality standards and keep pace with the modern printing technology, a most modern Computer to Plate (CTP) machine with high resolution, crisp clear photos and brilliant colors, has been installed in the printing press.

The Bank’s Printing Press carried out printing of 1,012 jobs out of 1,020 received during FY17. A brief list of the major publications has been provided in **Box 7.2**.

Box 7.2: List of Major Publications Printed by the Printing Press

- SBP Annual Report (Volume I & II)
- SBP BSC Annual Performance Review (APR)
- Import / Export of Goods & Services
- Monthly Inflation Monitor
- Quarterly Report on the State of Pakistan’s Economy
- Performance Review of Banking System in Pakistan
- Monthly SBP Newsletter
- Miscellaneous printing jobs e.g., letter heads, certificates, forms, receipt books, invitation cards, visiting cards, greeting cards etc.

7.2.5 Employee Benefits

An important contributory factor towards successful operations of a progressive organization consists of appropriate benefits’ provision to its employees. Besides exerting a pull and retention of paramount talent, these benefits generate constructive impacts on employees’ loyalty, work habits as well as efficiency enhancement. In this regard, the following key functions are being performed by GSD in an efficient and smooth, error free/transparent manner, thereby resulting in the enhanced satisfaction of stakeholders:

- Salary disbursement to the entire staff of SBP BSC Head Office.
- Disbursement & administration of loans/advances for the entire staff of SBP BSC HOK and Chief Managers of Field Offices.
- Pension payments to the retired staff of SBP BSC.
- Payments of fund balances upon final settlement.
- Processing fund-related cases like temporary advance, NR advance and insurance etc.
- Management of leave record.
- Education benefits to the clerical / non clerical staff of SBP BSC.
- Administration of SBP BSC Merit Scholarship Scheme.

7.2.6 Travel Helpdesk Services

Provision of round-the-clock travel services to Bank Employees for their official tours, as well as private travel, if desired, is one of the major activities performed by GSD. This window offers an extensive range of services including ticketing, hotel booking, visa arrangements and travel insurance etc. Besides being cost effective, the facility is a good source of facilitation towards the officers of SBP & BSC to plan their travel requirements. The Travel Help Desk has served more than 3,000 employees of SBP and SBP BSC during FY17. Air tickets having value of around Rs 125 million were purchased, with a saving of about Rs 4 million in the form of corporate discounts / service charges etc. during FY17.

7.2.7 Future Outlook – GSD

In line with the commitment and strive for the continuous improvement and enhancement in the operational excellence, GSD plans to capitalize on IT-intensive solutions for acquiring the efficiency gains. In this regard, forthcoming major focus areas include, among others, the following:

- Introduction of system-based procurement mechanism so as to adopt the e-procurement strategy, instead of existing manual procurement system. This initiative is aimed at bringing more efficiency in the tendering process through enhanced competition, increased efficiency in payment cycle and ultimately towards greater user satisfaction.
- Improvement in the Management Information System (MIS) through broadening of the customized reporting network.
- Further decentralization of operational functions to Field Offices in alignment with the recent restructuring of SBP SBC into three regions. This initiative would facilitate efficient decision making in the organization.

7.3 Engineering Services

7.3.1 Overview

Engineering Department serves as a common services Department for SBP, SBP BSC and NIBAF with the prime objective of upgrading the physical environment through renovation of the Bank's buildings and existing infrastructure, repair/maintenance of equipment, installations of electrical, telecommunication and HVAC systems etc. It lays distinct importance to quality and timely completion of works, procures all works / services in accordance with the Public Procurement Regulatory Authority (PPRA) in a transparent manner.

7.3.2 Initiatives

During FY17, Engineering Department completed works on all its on-going and roll-over projects and, at the same time, also started new projects to improve physical working environment and enhance safety and security of workplace.

Some of the major renovation works initiated during the period are elaborated below:

Box 7.3: Initiatives

- Replacement of existing MS glazed windows with new double glazed UPVC windows at the Bank's main building in Karachi to reduce heat, noise intrusion and provide better HVAC efficiency as also to improve its outlook. Majority of the work has been completed.
- Up-gradation of physical environment of 5th floor of the main building. The job included replacement of cotton-based tiles with porcelain tiles, replacement of old false ceiling & lights with new false ceiling and LED lights.
- Re-arrangement of Seating Plan on 4th floor of the main building in order to facilitate optimization of space utilization and proper organization (work in progress).
- Improvement of security arrangements at HOK and Field Offices through various works in coordination with IBSD. These included construction of new gate offices/entrance lobbies at HOK to ensure visitors' management and facilitate implementation of e-attendance system.
- Rehabilitation of old stone building located behind the Museum & Art Gallery (M&AG) building, adjacent to SBP Health Club so as to preserve its "Cultural Heritage Site" status. The premises, now called as "Heritage Meeting Rooms", was formally inaugurated by SBP Governor on April 17, 2017.

- Resolution of more than 3000 complaints received from different internal stakeholders related to telecommunication, electrical, mechanical, civil, janitorial works etc. during the year.
- Roof treatment works of auditorium of NIBAF, Islamabad & main and annexe buildings of SBP BSC, Muzaffarabad.
- Up-gradation work of toilet blocks at five floors of the main building in Karachi. With this up-gradation, all toilet blocks of the main building have been remodeled.
- Up-gradation of toilet blocks of 2nd floor of LRC building and 3rd floor of BSC House.
- Up-gradation of bathrooms of annexe buildings at NIBAF, Islamabad.
- Installation of New Audio Conference System at LRC, Room # 101.
- Replacement of old transformer 1000KVA at Electric Substation with a larger capacity transformer of 1500KVA.
- Procurement of new diesel generating sets for HOK, Faisalabad Office, Rawalpindi Office and NIBAF, Islamabad
- Commencement of work for construction of boundary wall of SBP BSC Gwadar and Residential Block (Bachelor/Family) of SBP BSC, Quetta.
- Commencement of work for up-gradation of bathrooms of all hostel rooms at NIBAF, Islamabad.

7.3.3 Future Outlook – Engineering Department

Engineering Department shall undertake the following Mega Projects which have been approved, in principle, by the SBP Board:

Construction of SBP New Office Buildings at G-5/2, Islamabad.

Construction of SBP Office Building at Gwadar.

7.4 Internal Bank Security Department

7.4.1 Overview

The operational priorities of Internal Bank Security Department (IBSD) are devised as per the prevailing security milieu of the country and dictates of SBP and SBP BSC through effective utilization of available resources. The role of IBSD has gained prominence during recent times in the backdrop of prevailing security situation of the country. In this regard, provision of safe, secure and conducive work environment, leading to the uninterrupted banking operations at all Field Offices, is ensured through sustained in-house security mechanism and in close coordination with relevant law enforcement agencies (LEAs). For the purpose, a close liaison is also being maintained with local Police/Rangers/Civil Defence/Fire Brigade and other law-enforcement agencies for assistance on need basis.

7.4.2 Developmental Initiatives

IBSD has continued its efforts for strengthening the security at SBP, SBP BSC HOK/Field Offices and NIBAF throughout the year. Salient initiatives include:

- a. The first ‘Safety and Security Week’ was observed from 20 - 24 February, 2017 at HOK. The same was approved for implementation at all Field Offices.
- b. Security Policy Implementation Guidelines approved by the Implementation Committee on Security Policy and disseminated to all Field Offices.
- c. Periodical security vetting of Bank’s employees has been in process and so far 88% of verifications have been completed.
- d. Quality induction of ex - Armed Forces Security Guards in order to meet the existing deficiency of manpower.
- e. Conduct of regular Physical Efficiency Test (PET) of security personnel and firing practice were ensured.
- f. Capacity-building through on-the-job training, in-house firefighting practices and periodic Mock/Table Top exercises.
- g. Procurement and maintenance of Hi-tech equipment, training and other miscellaneous steps for the improvement of security conditions.

7.4.3 Future Outlook – IBSD

IBSD is undertaking a number of steps in order to enhance HR capacity of the Security Staff through induction of trained ex-servicemen for Quick Response Force (QRF), training the existing personnel and ensuring availability of the latest suitable security equipment at various Field Offices. Some of the future endeavors include the following:

- a. A comprehensive case for raising of QRF along with arms/ ammunition and transport for HOK and all Field Offices is being processed.
- b. Incentives and Reward for Security Guards System including “Best SG of the Month”, and Monetary Award for “Extraordinary Performance/ Act of Valor etc.” is being instituted.
- c. Procurement process of “IP-Based Cameras and Surveillance System” for HOK is being evaluated in close coordination with HRMD.
- d. E- Fencing System for Islamabad and Quetta Offices is being procured.
- e. Re-organization of IBSD, including induction of Chief Security Officer (CSO) is also being evaluated, in close coordination with HRMD.
- f. Regular coordination with Police/Rangers/Civil Defense and Fire Brigade for strengthening the operational readiness, so as to cope with potential safety/ security challenges.
- g. SBP BSC Security Manual is being compiled/ finalized.
- h. In order to improve quality of the available HR, training of personnel at various institutions is being processed.