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Human Resource Management

Human Resource Management (HRM) function at SBP BSC is critical in many aspects, ranging from establishment of systems for talent resourcing, to performance development and succession planning. It also plays an integral role in forming a culture in which employees possess the required level of competence, concern and commitment to serve the organization.

6.1 Overview

Through Human Resource Management, SBP BSC employs the best human resources, nurtures their talent, and ensures a conducive working environment to motivate the work force in making effective contributions towards the organizational objectives. SBP BSC makes every effort in keeping the workforce engaged and motivated in order to contribute to overall organizational goals / objectives.

6.1.1 HR Profile

During the year, SBP BSC continued workforce rationalization for achieving optimum HR strength especially in the wake of ongoing automation drives, particularly in core business areas including banking, foreign exchange operations and currency management along-with support functions. Further, consequential to the process reforms, expansion in business operations and enhancement of required service standards, the demand for HR has been altered at SBP BSC, now requiring manpower with enhanced skill set to compliment the transformation in business functions. Accordingly, the resulting gap between required and available HR has been abridged by employing a diverse set of approaches including recruitments, internal promotions, deputation/absorption of services of SBP officers and investment on training and development beside various process interventions and BPR initiatives. Consequently, SBP BSC has witnessed 61% reduction in the workforce since its inception. The grade-wise comparison of headcount at inception and for FY19 and FY20 is given in **Table: 6.1**.

Table 6.1: SBP BSC Working Strength						
Grade	No. of Employees					
	At inception		FY 19		FY 20	
	Total strength	%	Total Strength	%	Total Strength	%
OG-7	-	-	3	0.12 %	3	0.13%
OG-6	-	-	8	0.3 %	9	0.38%
OG-5	36	0.7%	44	1.7 %	45	1.92%
OG-4	71	1.3%	81	3.2 %	80	3.41%
OG-3	296	5%	276	10.8 %	267	11.38%
OG-2	958	16%	842	33.1 %	786	33.50%
OG-1	2,091	35%	890	35.0 %	833	35.51%
Below OG-1	2,512	42%	401	15.8 %	323	13.77%
Total	5,964	100%	2,545	100 %	2,346	100%

6.2 Key Performance Highlights during the Year

Major performance Highlights of HR function of SBP BSC are given in **Box 6.1** below:

Box 6.1: Key performance Highlights during FY20

- Effectively implemented the preventive measures against COVID-19 pandemic including devising a structured mechanism to allow employees to work from home.
- Developed framework for conducting Training Need Assessment
- Completed Compensation and Benefit Survey
- Carried out comprehensive review of the benefits admissible to contractual workforce as well as their terms of employment
- Signed Charter of Demand with the CBA after successful negotiations ensuring industrial peace

6.3 Operational Performance

During the year, SBP BSC took multiple initiatives to improve the efficacy of its HR policies and align them with organization's strategic priorities. The organization operated at optimum level by keeping an absolute minimum number of employees at its premises in order to avoid the spread of the COVID-19 pandemic.

6.3.1 Talent Resourcing

To adequately resource the business and support areas with requisite talent, young as well as experienced resources/specialists were engaged at various levels, both in regular and contractual cadres. Detail of major recruitment initiatives is given in **Box 6.2**

Box 6.2 Brief on Recruitment Initiatives during FY 2019-20

- Hired 10th Batch under the Officers Training Program (OTP) comprising of 82 Officers in OG-1 cadre
- Hired 8th Batch under the Young Professionals Induction Program (YPIP) comprising of 72 Officers in OG-2 cadre
- Hired Chief Security Officer and 20 contractual Security Guards
- Inducted 7 Medical Consultants on contract for Bank Health Clinics at Head Office Karachi and at field offices

6.3.2 Career Development

The management of SBP BSC strives to structure career progression of its employees, provides growth opportunities, and recognizes talented individuals under credible succession arrangements. In this regard, a total of 277 promotions of officers & unionized staff were awarded in FY20 after completing the evaluation process as per applicable promotion policies. Detail is presented in **Table 6.2**.

<i>Table 6.2: Cadre-wise Promotions</i>	
Cadre	Employees Promoted
Officers	115
Clerical/Non-Clerical Staff	162
Total	277

6.3.3 Performance Management System

Accurate performance tracking and appraisal of employees is critical in achieving organizational objectives. Accordingly, to improve the effectiveness of PMS process certain amendments were introduced in PMS clusters to accommodate the changes in HR structure in the organization.

Table 6.3: Bell Curve Quota Distribution

A	B+	B	C	D
10 % *	20 %	55 %	10 %	5 % *
*On earning basis				

In this regard, upon completion of three year period since merger of cash, general and other functions, a grade-wise cluster was introduced for PMS of FY2019-20 instead of function-wise cluster against cash and general side as observed in the past. In addition, as per revised instructions, reporting hierarchy of officers attached with FEA courts at field offices was also revised for performance appraisal purpose. Moreover, in wake of ongoing COVID-19 pandemic, timely completion of PMS process of FY2019-20 was ensured by circulating brief guidelines to facilitate the employees working from home. The bell curve distributions maintained in the PMS process are depicted in **Table 6.3** above.

6.3.4 Industrial Relations

Being a part of central bank, maintenance of conducive work environment for workmen and industrial peace is a priority area for SBP BSC. In the same spirit an amicable working relationship is maintained with the Collective Bargaining Agent (CBA) as per provision of labour laws. The current year also included successful negotiation and signing of charter of demand with the CBA.

6.3.5 Training and Development

In Training and Development a number of diverse capacity building opportunities were provided to the employees through training programs at NIBAF, domestic institutions of repute (IBA, LUMS, PSTD etc.) and foreign training institutes. Moreover, training budget to all field offices was allocated for conducting in-house training sessions and for nominations of officers in local training institutions. Brief summary of various training tracks and number of participants is given in **Table 6.4** and major initiatives are provided in **Box 6.3**.

Table 6.4: Participation levels in Training Tracks

Training Tracks	Participants
NIBAF (ISB & KHI) Campuses	1,151
In-house Trainings at field offices	1,181
External Domestic Trainings (LUMS, IBA etc.)	173
Foreign Trainings	18
LAMS and NIBAF E-Learning Portals	333
Total	2,856

Box 6.3: Brief on Training Initiatives during FY20

- Developed a comprehensive Training Needs Assessment (TNA) framework to enhance the effectiveness of training and development at SBP BSC. The implementation is to be carried out in a phased manner beginning with OG-4 & OG-5 officers in 2020-21
- Developed framework for Training Impact Analysis (TIA) to provide a sustained and robust mechanism for identifying the capacity development needs of employees in terms of availability of current and future skill set, talent development, and succession planning
- Organized a three-month training program for 72 officers inducted under 8th batch of YPIP at NIBAF, Islamabad. The curriculum was reviewed and necessary amendments were made to enhance effectiveness of the training program
- Revised the Standard Operating Procedures (SOPs) for selection of Master Trainers to provide opportunities to highly motivated, proficient, and subject matter specialists to become master trainers
- Consequent to the suspension of classroom-based trainings in COVID-19 pandemic, a framework for conducting virtual trainings was approved to give learning opportunities to officers working from home and offices. A number of Virtual Instructor Led Trainings (VILT) were arranged through NIBAF
- A total of 166 officers completed online courses on ‘Cyber Security and Phishing’ through e-Learning Portal of NIBAF
- Roll out of LAMS at NIBAF was completed
- For the first time, a winter internship program was arranged at Muzaffarabad office for 34 students

6.3.6 Employee Relations

The overall mandate of Employee Relations (ER) encompasses employees’ disciplinary, administrative and audit matters. Further, ER also deals all legal matters pertaining to HR and undertakes verification of academic credentials as well as character and antecedents of new hires. During FY20, for expeditious verification of employee credentials, a strong liaison was successfully established with Intelligence Bureau (IB) along with online verification of academic credentials from different universities. These initiatives accelerated the process of confirmation of service of employees on probation. Consequently, during the year, 233 employees were confirmed in service and 339 retirement cases were processed in a seamless manner.

6.3.7 Sports & Recreational Activities

In line with SBP’s initiative to patronize sports, various sporting events were successfully arranged during the year. In order to diversify sports portfolio, Table Tennis and Snooker teams were inducted by SBP BSC. Details of major sports events / achievements are provided in **Box 6.4**

Box 6.4: Brief on Sports Events/Achievements during FY20

- 16 teams participated in the 16th SBP Governor’s Interbank Super Series T-20 Cricket Tournament which is a hallmark event of the Bank for promoting cricket in banking fraternity. The unique combination of Bankers and Professional Club Cricketers participating in the event helped enhance cricket skills besides patronizing cricketers
- Around 200 employees of the Bank participated and showcased their sports skills in the 11th Cricket tournament and the 6th Football tournament organized for employees during the year
- The inter-school tournaments organized by SBP BSC have always been recognized in sports circle. The 9th Inter School Boys and Girls Cricket Tournaments were carried out with the objective of promoting sports at grass root level and to serve as a nursery for developing future players. Thirty two different schools participated in these tournaments
- Eight teams participated in the 7th SBP Inter Club Women Football Tournament which was organized during FY20. The event is a great platform for women footballers to exhibit their talent
- During the year, the newly established snooker team represented Pakistan in various international snooker championships and won numerous laurels for the country, including the World Cup title which was clinched by Mr. Muhammad Bilal at Qatar and the National U-16 Snooker Championship title which was secured by Mr. Ahsan Ramzan at Islamabad

6.4 Developmental Initiatives

6.4.1 Preventive measures taken to address COVID-19 Pandemic

In the wake of COVID-19 pandemic the organization responded vigilantly and took several measures to prevent spread of the disease in the Bank and protect its employees from any health hazard. An overview of the major initiatives carried out by SBP BSC during COVID-19 is provided in **Box 6.5**:

Box 6.5: Instructions issued regarding HR Matters:

- Initiated Work-From-Home (WFH) arrangements to enable remote working for employees from their homes
- Reduced workforce in a phased-wise manner, whilst monitoring the rise in COVID-19 cases in the country
- Ensured that employees with an age of 50 or more and female employees were sent to WFH in the first phase and only the critical employees attended the office at the peak of COVID-19 pandemic
- Suspended holding of large gatherings including official events and trainings and ensured that official meetings were held via video link
- Regularly monitored COVID-19 positive cases on pan Pakistan basis and issued necessary instructions as and when required to ensure safety of the employees
- Instructed all those employees who showed symptoms for COVID-19 to quarantine themselves for 15 days
- Suspended ex-Pakistan leave to affected countries and developed SOPs for employees returning from ex-Pakistan visits
- Contacted pensioners to advise them to collect their pensions through bank accounts or schedule payments in staggered manner to avoid unnecessary gathering and queuing within organization's premises. Also encouraged pensioners to send their family members with an authority letter to receive pension

6.5 Future Outlook

Workforce requirement at SBP BSC is experiencing a paradigm shift, not only in terms of capacity and job specification but also in terms of the required HR strength. The constantly evolving HR dynamics are a consequence of multiple automation initiatives, BPR, workforce rationalization, and blended HR profile attributable to fresh inductions. The HR team at SBP BSC is committed to streamline its policy framework in order to pave the way for better HR integration in line with evolving organizational needs. The plan is to further reduce manual interventions, remove duplications and enhance risk mitigation in operations in coordination with concerned stakeholders. It is expected that implementation of online case management under Knowledge Management initiative would significantly lessen paper work and reduce the turnaround time in the processing of cases.

Going forward, SBP BSC aims to focus on skills upgradation, leadership development, and credible succession planning to motivate the existing workforce, and provide them with ample opportunities for professional development and career growth. For this purpose, SBP BSC through its HR function, also intends to formulate a career progression framework and develop a training management system to enable its workforce to flourish not only as individuals but also as synergistic team members.