

6 Human Resource Developments

6.1 Overview

Some noteworthy developments took place in the area of ‘recruitment’ (both permanent as well as contractual) and ‘training & development’ of SBP staff. A brief analysis of these activities follows.

6.2 HR Profile

Officer Grade -wise comparison of headcount for FY12 and FY13 is given in **Table 6.1**¹. The overall HR strength of the SBP marginally declined (by 0.7 percent) in FY13. This decline was mainly contributed by OG-3s. The representation of women in the Bank remained the same as last year i.e. 10 percent.

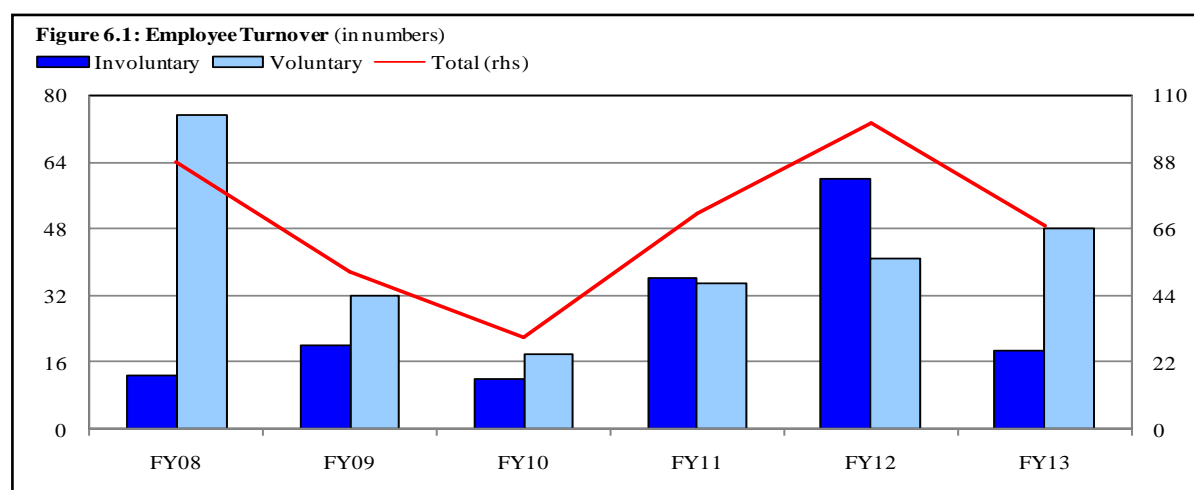
Table 6.1: SBP Human Resource Profile
(numbers)

Grade	FY12	FY13
OG-8	11	10
OG-7	27	26
OG-6	43	43
OG-5	91	90
OG-4	211	203
OG-3	371	351
OG-2	324	365
OG-1	144	138
Support staff	144	135
Contractual employees	27	21
Total	1393	1383

6.2.1 Employee Turnover

Employee attrition rate in FY13 stood at 4.84 percent, with a total of 19 involuntary² and 48 voluntary³ separations during the year. The resignation rate in FY13 stood at 1.73 percent.

Figure 6.1 depicts the attrition trend of SBP employees during the last six years. There was an increase in the number of resignations during FY13 while the number of early retirements declined during the year compared to earlier couple of years.



¹ For Governor and Deputy Governors, see Chapter on ‘The Governance Structure at the State Bank of Pakistan’.

² Includes retired, contract expired, dismissed, and expired employees.

³ Includes resigned employees and early retired employees.

6.2.2 Recruitment

Permanent Recruitment

In line with the traditional HR Strategy of SBP, major recruitment was done at the officer's entry level, OG-2 position. To fulfill the HR gap evident in the approved manpower plan, induction of fresh graduates from HEC recognized universities was done through the State Bank Officers Training Scheme (SBOTS) Batch-18.

The management continued to engage National Testing Services (NTS), particularly for the purpose of managing and conducting the pre-induction written tests across the country to ensure efficiency, transparency and neutrality in the process. This year, NTS was also involved in the preliminary recruitment process for SBOTS' Batch-18 on a trial basis.

Apart from entry level, recruitment was also initiated to induct professional/experienced individuals in the areas, where there was a dire skill gap for the positions of Director / Head (Chief Spokesman) (OG-7/OG-6) and Divisional Head (OG-5) for External Relations Department, Director / Head (OG-7/OG-6) and Legal Officers (OG-3 & OG-2) for Legal Services Department, Protocol Officers (OG-4 & OG-3) for Office of the Corporate Secretary, Deputy/Assistant Directors (OG-3 & OG-2) for Internal Audit & Compliance Department and OG-3 position for Library. The recruitment of these positions is under process. During FY13, 53 officers were recruited under SBOTS (OG-2) and an officer was appointed as an OG-5.

Contractual Recruitment

In addition to the permanent recruitments, 03 professionals were also hired on contractual basis to meet the short term need of the Bank in specialized areas during FY13.

6.2.3 Training and Development

Training Need Assessment

Training and Development is the most authentic tool towards resource development which enhances knowledge base and skill set of employees. SBP is committed to facilitate its employees with quality training and development opportunities within Pakistan and abroad. To measure the organizational training needs, institution wide TNA (Training Need Assessment) exercise based on Form-1 of Performance Management and Improvement System (PMIS) is followed annually at SBP. In the light of TNA exercise, 750 nominations were made for SBP officers' training during FY13.

Higher Studies

SBP encourages the pursuit of higher education at overseas to keep its officers up-to-date to new developments in different areas of central banking. During FY13, under Higher Studies Policy, eight officers from the Bank availed the facility.

In-House Training Arrangements

To address the training needs of SBP employees during FY13; Training and Development Division of HRD coordinated with NIBAF on designing and delivery of technical and soft skills based training programs. Subsequently, 36 modules were arranged for 603 nominations of SBP employees (**Table 6.2**). There was a significant increase in the courses and the participation in FY13 over the previous year.

Table 6.2: Domestic Training

(numbers)

	Nominations		Courses	
	FY12	FY13	FY12	FY13
NIBAF	336	603	18	36
Institutional	59	83	28	25
Total	395	686	46	61

Institutional Trainings

Apart from NIBAF, SBP nominates its employees to attend the requisite Function Specific and Management Trainings vis-à-vis workshops, seminars and symposiums offered by the domestic training institutions like Institute of Business Administration; Institute of Bankers, Pakistan; Lahore University of Management Sciences; and Pakistan Management Institute (PMI) etc. During FY13, 83 nominations were made for participating in 25 programmes (Table 6.2).

Foreign Trainings

SBP encourages and provides opportunities to its employees for acquisition of the latest techniques in relevant fields. During FY13, 64 nominations were made for various training courses, workshops, seminars, pertaining to core and support functions of the Bank. These programmes were offered by the International Monetary Fund, Asian Development Bank, Monetary Authority of Singapore, Deutsch Bundesbank, Boulder Institute of Microfinance, etc. (Table 6.3). The training received enhanced the officers' specialized knowledge and increased their operational capacity. Most of these programmes were either fully or partially funded by the host organizations.

Table 6.3. Foreign Training

(numbers)

Organization/Institute	FY12	FY13
International Monetary Fund	51	29
European Central Bank	2	1
Asian Development Bank	1	2
Islamic Development Bank	2	0
Monetary Authority of Singapore	0	1
Deutsche Bundesbank	0	1
Boulder Institute of Microfinance	1	3
Australian Transaction Reports and Analysis Centre (AUSTRAC)	8	4
Asia-Pacific Rural and Agricultural Credit Association (APRACA)	1	4
Asia Pacific Group	0	3
Bank Negara Malaysia	0	3
Centre for Central Banking Studies (UK)	0	1
Central Bank of Turkey	0	1
Financial Services Authority (U.K)	0	1
Islamic Financial Services Board	0	1
The Bank of Korea	0	1
UBS, Switzerland	0	1
Others	25	7
Total	91	64

6.2.4 Networking Efforts

Visit Program

To share knowledge on the functioning of the SBP, various visit programmes for student's vis-à-vis government dignitaries are facilitated by the Bank. During FY13, 461 visitors comprising of 117 government officials under syndicates and 344 students of colleges/universities visited the Bank (Table 6.4).

Table 6.4: SBP Awareness/Visits and Internship Programs

(numbers)

Particulars/Category	FY12	FY13
Government officials	187	117
College /University students	194	344
International delegations *	12	0
Summer internship programme (six weeks duration)	195	230

*=A delegation of 12 employees from Nepal Rastra Bank under SAARCFINANCE

Internship Program

SBP offers internship opportunities to students across Pakistan. During FY13 a Summer Internship Programme was arranged for 230 participating students of HEC recognized universities (Table 6.4).