

11 Support Services Management

11.1 Over View

The BSC provides services related to Medical and Health Care, Engineering & Maintenance, Internal Bank Security and Printing & Publication to State Bank of Pakistan (SBP) and its subsidiaries viz. the BSC and NIBAF through its Medical and Health Clinics located at BSC HOK and field offices, Engineering Department, Internal Bank Security Department and Printing Press. The BSC not only formulates and reviews policies for these support functions in consultation and collaboration with SBP, but also ensures implementation of the policies besides monitoring performance of these departments. The notable achievements of the common service departments/divisions during the year under review have been discussed (function-wise) in the following paragraphs.

11.2 Improvements in Medical and Healthcare Facilities

Provision of satisfactory health care facilities to the employees of SBP and its subsidiaries has been amongst the priority areas of BSC. During FY09, a number of initiatives were taken to revamp medical set-up in line both with employees' changing profile and latest technological developments in the area of medical sciences. Some of the notable developments include the followings:

11.2.1 Rationalization of Medicine formulary

The medicine formulary was redesigned to ensure that the optimal quantities of research (patent/original formula) medicines along with ample number of alternate medicines are available for all categories of medical treatments. Consequently, the total number of medicines in bank's formulary was brought down to 1,695 from more than 3,400 by eliminating redundant and low brand medicines in the first phase. This number will be further brought down in the second phase.

11.2.2 Rationalization of hospitals/labs/consultant's

Similarly an effort was made to rationalize the rates and number of hospitals/labs/consultant's on bank's approved panel to have effective coordination with them and to ensure that bank's employees get the best treatment from the quality outlets. Consequently, total number of consultants, labs and hospitals were brought down to 40, 10, and 30 from 317, 65 and 130 respectively again by removing low reputed hospitals, consultants, labs etc from the approved panel. The CMT has also approved inclusion of some quality hospitals like Shaukat Khanum Cancer Hospital, Aga Khan on bank's panels and the signing of formal agreement is expected to be completed by second quarter of FY10.

11.2.3 Improvement in Medicines Procurement System

Efforts were also made to minimize the role of middleman by procuring medicines directly from the concerned manufacturers or their authorized institutional distributors. This has enabled the bank to purchase purely genuine medicines products. Further, intensive negotiations were made with the manufacturers to get maximum discounts on purchase of medicines and resultantly attractive discounts ranging from 1 to 45 percent were obtained from 55 pharmaceutical firms. In the next phase, the medicine

procurement system of field offices will also be redesigned to improve controls and get better discounts.

11.2.4 Rationalization of Emergency Purchases

The redesigning and rationalization of the formulary and improvement in procurement system also enabled BSC to significantly reduce the ratio of emergency purchases of medicines; the ratio reduced to 8-15 percent from 30-40 percent during last couple of years. A comprehensive plan has also been prepared for controlling the ratio in the field offices.

11.2.5 Medical Services Committee

In order to ensure involvement of multilayered authorities in all key decision makings, a Medical Services Committee (MSC) was formed under the Chairmanship of Director PMD to review cases of enlistment /delistment of hospitals, consultants, labs, medicines etc in a transparent manner. The Committee held several meetings during the year to discuss and decide the enlistment /delistment proposals etc.

11.2.6 Standard Operating Procedures

In order to strengthen internal controls, improve transparency and institutionalize benchmarks for working of various units, proper Standard Operating Procedures (SOPs) were formulated in consultation with Medical Services Committee (MSC). Similarly, a Business Process Manual has also been developed which will soon be available in the form of a booklet and will serve as a ready reference. Some of key value additions expected from the publication of this manual include help in providing benchmarks for Business Planning, Budget formulation, Performance Management System (PMS), capacity building of the officers, developing backups for various job performances, dissemination of job specific knowledge and business continuity.

11.2.7 Improvement in Medicine Storage Facility

Proper storage of medicines and random drug testing is another area in which the BSC has taken several initiatives like arrangement of proper cooling system and adequate refrigerating facilities to ensure the efficacy of stored drugs etc. For random testing of drugs, necessary guidance from relevant institutions and persons is being sort and this process is due to start in near future.

11.2.8 Increased availability of Doctors

In order to ensure availability of adequate number of Doctors at the BSC's health clinics, working hours of contractual Doctors were increased from five to eight hours whereas two Doctors were assigned to work extra two hours daily to see the patients needing emergency treatment. In addition, a fully equipped emergency room was established and readily available fully loaded ambulance was acquired to ensure provision of emergency health care.

11.2.9 Health awareness programs

Several health awareness programs and screening camps were organized to create awareness and identify common disease like hepatitis, diabetes, smoking hazards etc for the bank employees. Similarly, special reviews were arranged for the chronically ill patients as well as employees aged above 40 to ensure that they get the best medical treatment. Further, to provide an opportunity to the Banks' Medical Officers (BMOs) to update the clinical knowledge and skills for conducting OPD, a number of lectures by renowned consultants were arranged.

11.2.10 Medical Attendance Rules

Medical Attendance Rules have also been reviewed comprehensively and the same have been put up to the Governor for approval. After the approval, a consolidated document named “Medical Policy” containing details on medical entitlements of Bank officers and basic guidelines for availing those facilities, will be printed, which will be provided to each officer at the time of recruitment as a part of salary package besides placing it on ENB for dissemination amongst the employees.

11.3 Up-gradation of Engineering and Maintenance Services

Provision of a congenial workplace environment is an important component of the change management strategy being implemented to transform the BSC into a modern corporate entity. Engineering Department continued to provide support services for smooth operations of different departments of SBP and both of its subsidiaries. During the period under review, the department completed 30 projects valuing Rs.207 million relating to construction, renovation, refurbishing and improvement in physical infrastructure. The Complaint Management System implemented last year for routine repair/maintenance works has been made more helpful during the current year.

The major projects undertaken and or completed during the year included; a) replacement of transformers to improve uninterrupted power supply at Banks Building, b) construction of new lift and renovation of lift lobby for Subsidiary House, c) renovation and installation of work stations at BSC Karachi office and Boulton Market Building Karachi, d) renovation and civil work for IT infrastructure at North Nazimabad office, e) installation of 1500 KVA Generator at Main Building etc. The existing grassy lawns at SBP, BSC Head Office Karachi and all the field offices were also improved/ upgraded with sufficient indoor/outdoor flower plants besides installation of water fountains at main Building and North Nazimabad offices.

Further, to give a boost to our drive for revival of sports activities to develop employees’ mental and physical fitness, a modern Cricket Stadium with a green outfield and high standard cricket pitch was developed at Karachi during the year. The ground has also been outfitted with a number of practice pitches and equipments like manual rollers, heavy auto rollers, lawn mover’s trolleys and other necessary tools, as well as raised boundary wall around the ground. The facility would enable the SBP and BSC employees to organize and or to play first class cricket tournaments in a congenial environment.

Moreover, the work on some projects i.e., up gradation and improvement in electrical infrastructure of SBP Main Building and BSC HOK, renovation and installation of 150 work stations at various units of Karachi office and improvement in physical environment of subsidiary House, BSC HOK are in progress and expected to be completed shortly. Also to enhance the car parking space within the SBP main building Karachi, a multistoried car parking facility will be constructed in the main building premises to cater the present and future requirement of car parking; the project is likely to be started in FY10.

11.4 Strengthening the Internal Bank Security

Internal Bank Security Department (IBSD) is responsible to provide safe & secure working atmosphere to employees and safeguard the assets/ treasure/ documents and infrastructure of the Bank. During the year under review, in the wake of rising security risks, latest and sophisticated security equipments were added in the existing system to strengthen the internal bank security at SBP and across the BSC offices. The details of these equipments/ system are as follows:

- i. Hydraulic road blockers were installed at SBP Main Building Karachi and five other BSC offices;
- ii. Latest and modern Walk-through Metal Detector Gates were installed at SBP/BSC Karachi and BSC offices across the country;
- iii. A fully integrated net work of CCTV system with 30 days recording facility to ensure real time monitoring of sensitive areas, latest communication net work with modern Walkie Talkie Sets and a comprehensive firefighting strategy were put in place at SBP Main Building, BSC HOK and all its field offices as a part of preventive security measures.
- iv. Baggage Scanner Machines were installed at all major field offices and the security guards of the bank were armed with the latest security weapons (Non Prohibited Bore) across all field offices of BSC and six latest weapons were also procured during the year from Pakistan Ordnance Factory for the security officials of BSC HOK.
- v. In-house training conference/ lectures and demonstrations were arranged by the Security Officers in their respective field offices on regular intervals to enhance the knowledge base and professional skills of the security guards.
- vi. Security check posts/ rooms were constructed near main gates in all field offices and SBP Main Building Karachi to boost security surveillance at entry points.
- vii. In view of the deteriorating law and order situation, the BSC field offices were issued comprehensive guidelines/ instructions to enhance security measures by raising outer parameter grills, fixation of main gate bolt locks, 24 hours surveillance of all entry/exit points, reinforcement of vault area security by erecting additional grills and ensuring proper working of Smoke Detectors/ Burglar Alarms/ firefighting equipments/ Central Electricity Cut off Switches and 24 hours CCTV coverage. The offices were also directed to chalk out security plans of their own to prepare counter actions in accordance with the needs in various threat scenarios.

11.5 Printing and Publications Services

The Bank's Printing Press having state-of-the-art machines and equipment, provides printing and related services to SBP, BSC and NIBAF. The press offers reliable range of all printing related jobs like designing, printing, finishing and binding etc at one place. The frequency of the publications are Monthly, Quarterly, Half-yearly and Annual that include SBP Annual Report (Volume I & II), BSC Annual Performance Review, Import/Export of Goods and Services, Inflation Monitor, SBP News Bulletin, State of the Pakistan's Economy, Performance Review of Banking System etc. During FY09 the press received over 700 print orders of different kinds which were completed and delivered according to set out priorities.