

10 Training and Skill Development

Training and Development Department (TDD) has been striving constantly towards focused capacity building by identifying and addressing the skill gaps between the desired level of performance and the actual capabilities of SBP-BSC employees. NIBAF, being the prime partner of TDD, caters to designing and imparting quality training programs.

10.1 Overview

The main focus of Training & Development Department during FY14 remained on arranging diversified training programs at both local and international levels.

TDD has also been an instrumental partner in conducting recruitment-driven training programs for newly hired batches (YPIP and JOTP), in coordination with NIBAF. To make these programs more effective and comprehensive, the training curriculum and design of YPIP-3rd batch was upgraded after seeking feedback

from functional Departments/Offices and officers of YPIP-1st & 2nd batches.

One of the major achievements of TDD included extensive efforts to explore and identify world-class foreign training opportunities relevant to the HR/functional profile of SBP-BSC. During FY14, a total of 15 nominations were processed for participation in international seminars/workshops/conferences at Bundes Bank Germany, Bank of Korea, and Czech Republic, etc.

10.2 Training Programs

10.2.1 Specialized training Programs

PMS Appraisal-Focused Workshops for 57 officers (OG-4 and above) were arranged at NIBAF Islamabad and Karachi to provide orientation on the annual appraisal process. TDD also focused on upgrading the IT skills of employees through conducting training programs on MS-Office and MS-Project to cater to PMS-based needs in the South and North regions. A comprehensive TNA mini-survey was conducted to analyze the training needs for MS-Excel (Advanced). Moreover, individual training needs for

Box 10.1 Highlights

- New foreign training venues identified.
- Conduct of Promotion-Focused Fast-Track Trainings for OG-1 to OG-4 level officers.
- Revised rates of incidental charges for NIBAF Islamabad and Karachi.
- Conduct of Organization-Wide PMS Appraisal-Focused Workshops.
- Design and conduct of Recruitment-Driven Training/Orientation programs for new hires.
- Expanding outreach of training opportunities at external local institutions.
- Developed a post-training evaluation mechanism.
- Successfully initiated special internship program for underprivileged areas of Balochistan.

advanced level were also accommodated by sending officials to external venues where needed.

Programs of a similar nature were also launched at NIBAF Karachi focusing on ‘Trade Finance’ for officials working in Foreign Exchange Operations Department. A special program on ‘Introduction to Legal Framework of Industrial Relations Management’ was also arranged in which 26 members of CBA participated.

10.2.2 Leadership/Management Development Programs

To enhance the leadership skills of middle management, ‘Leadership Grid Programs’ of four-day duration were arranged at NIBAF Islamabad in October, 2013 and May, 2014. Participants included 35 officers (OG-4 and above, including HoDs and CMs). The program comprised of extensive group/individual exercises, case studies, etc.

10.2.3 Mandatory Training Programs

Mandatory training programs for officers of OG-1 to OG-3 levels, eligible for promotion as of June 30, 2013, were designed and conducted at NIBAF Karachi and Islamabad. For the first time, MTP for OG-4 level officers was successfully organized at Serena Hotel, Faisalabad in close coordination with NIBAF and Faisalabad Office. TDD also sent 20 IBSD officials to attend a one-day course on ‘Safety and Security, Fire Prevention, Emergency Evacuation and Safety Measures to Counter Kidnapping’, organized by Pakistan Navy in Karachi. In addition, five officials from IBSD Islamabad were nominated to attend a two-days ‘International Safety and Security Exhibition’ held in Islamabad. A two-week residential security training program for newly hired Security Guards (10) was also arranged at Pakistan Naval Academy, Karachi.

10.2.4 Internship Programs

SBP-BSC is fully aware of its corporate social responsibility. In pursuing this objective, this year also TDD invited applications from accredited institutions across the country for a six week summer/winter internship program. Under this initiative, 205 students have been engaged at the 16 Field Offices across the country for the summer internship program and 18 students have already completed the six-week winter internship program held at Quetta Office.

For Balochistan, in addition to the regular Winter Internship Program, TDD proposed a special Summer Internship Program, which was approved by the competent authority, considering the prevalent unemployment and lack of opportunities in the province. Under this program, 16 students were selected and invited to participate from universities located in Quetta, Khuzdar, Turbat and Lasbela.

To enhance the effectiveness of the Internship Program and to bring uniformity in the whole process, TDD has developed an Internship Manual. This document includes all the relevant guidelines required for conducting the program.