

12 ACTIVITIES AND ACHIEVEMENTS OF FIELD OFFICES

12.1 Overview

SBP-BSC is providing retail banking services in accordance with its charter to a large number of stakeholders including federal and provincial governments, commercial banks, financial institutions, and general public through its 16 field offices across the country. These offices are headed by the Chief Managers who supervise all managerial functions. The retail banking business performed by the offices mainly include receipt, supply and exchange of banknotes and coins, banking services to the federal and provincial governments as well as to commercial banks, foreign exchange operations, management of savings and debt instruments of the government, remittance of funds etc. In field offices the Banking Division, Issue & Treasury (Cash) Division, Export Refinance Division, Prize Bonds Division, Securities Division, and Foreign Exchange Operations Division are front desks of the office having direct interaction with the general public, banks and other stakeholders. Being front desks of the office, these divisions are playing an important role in shaping and uplifting the image of SBP-BSC. Besides, Local Credit Advisory Committee (LCAC) is a forum available at field offices to provide an opportunity to the bankers, traders, business community and representatives of farming community to sit together and discuss the business issues and problems being faced by them and propose solutions thereof. In order to provide better and quality services to stakeholders, SBP-BSC offices have undertaken various steps / activities during FY07 which are as under.

12.1.1 Promotion of Group Dynamics

Under the instructions of SBP-BSC Head Office, field offices have constituted different teams viz., Group Management Team (GMT), Divisional Management Team (DMT) and Unit Management Team (UMT) who hold meetings to discuss and resolve operational issues through mutual consultations to improve the delivery and service standards. These teams record minutes of the meetings for circulation within members and to the next superior authority in line for information and further guidance where required. During FY07, field offices continued to hold such meetings under these forums at least once a month and all members of the groups participated and contributed effectively in their respective areas of working. These groups have also generated critical feedback for the

different departments at HOK for revisiting and designing the policy initiatives for further streamlining and strengthening the procedures and rules.

12.1.2 Office Automation / Simplification of Procedure

- During FY07, the SBP-BSC offices continued their efforts to attain required level of technology and to discontinue manual working in business transactions. Although the automation has brought in new challenges like change in mindset and aligning standard operating procedure with IT requirements but the user's confidence in the system has accelerated the pace of automation. This automation resulted in better performance of the office as reflected by timely sending of end day signals.
- One of the main achievements under the technology upgradation project was the implementation of Currency Globus System in all the offices of SBP-BSC. Reports and statements of accounts are now being generated through the system with accurate results. Ledgers and books of accounts have been replaced by excel sheets. Due to successful rollout of the Globus Banking System and ERP Oracle application, the payment of prize money of small prizes is being made directly and no complaint has so far been received. The auto generated statements / reports are obtained without any hindrance at the end of public dealing which saves time and labour. On the implementation of Letter Management System (LMS) at field offices the manual work relating to inward and outward (diary / dispatch) of letters etc has been eliminated in a number of offices.
- Since February 8, 2007 all the field offices of SBP-BSC have become "LIVE" as the Auto Inter Company Solution has been implemented in Globus Banking system. With this, all the local remittance transactions including TT encashment, Bank Draft issuance etc have been switched over from normal inter company account to new auto inter company accounts which allows simultaneous debit and credit of the inter company accounts at both the offices involved in the transaction. Accordingly, the old practice of processing all the incoming advices has been discontinued during FY07. This has led to efficient remittance facility especially under MT / TT and also reduced the time involved in waiting for receipt of advices and marking of the same in the system.
- The Image Management Module for the field offices, scheduled banks and NBFIs is being implemented in offices. The Lahore office is the pioneer in coordinating with Globus helpdesk to test this module locally.
- CBR Automated System which is parallel to Globus has been made "LIVE" at Bahawalpur and Lahore offices during FY07. These offices will start issuing of Computerized Payment Receipt (CPR) shortly. It will save SBP-BSC stakeholders

from the trouble of bringing and filling in Challan forms for depositing income tax and withholding tax.

- Library Information Management System (LIMS) has been installed at Lahore office and the data of approximately 9,500 books has been successfully recorded in the system which has facilitated the visitors to locate the required book in the office library more conveniently.
- The work relating to Letter of Credit and Foreign Remittances has been fully automated at Rawalpindi office during the period under review. The reports, different advices and vouchers relating to Letter of Credit and foreign remittances, are being generated at Rawalpindi office as per required templates through the system.

12.1.3 Facilitating the Stakeholders

During the year under review, strenuous efforts were made to promote customer care culture in the field offices of SBP-BSC. As a result of good attitude of the staff and congenial environment of the offices, the members of general public visiting the field offices have increased significantly. Senior citizens, handicapped visitors and ladies were given special attention and entertained with due care and respect. As a result of adopting efficient and proactive approach the turnaround time has been reduced to a considerable extent. The upgradation of service standard is reflected from a lower number of complaints from the public. To facilitate general public a Foreign Exchange Booth has been established at Allama Iqbal International Airport, Lahore in addition to one already working at Karachi Airport. Some of the key initiatives taken by the field offices in the areas of their working are as under:

12.1.3.1 Implementation of Queue Management System

A simple Queue Management System (QMS) has been successfully implemented at most of the field offices in the first phase not only to change the old mind set of stakeholders but also to bring substantial improvement in the financial service delivery system. These services are now provided in a dignified manner while the customer turnaround time has been reduced. Stakeholders now directly approach the help desk and after receiving a token, wait in the facilitation area for their turn. All the processes applied on the instrument are observed by the customer over the monitor installed in the area. When the instrument reaches the specific counter, the customer is finally asked to collect the payment. They are no more required to wait in long queue for this purpose. After successful testing of simple QMS, SBP-BSC is planning to install a professional QMS through some reputable firm in this area.

12.1.3.2 Introduction of One Window Operation

One window facility has been introduced for the payment of pension, benevolent fund grant and medical claims to retired employees through payment orders over the counters in all the big offices of SBP-BSC. Additional counters for retired female employees have also been opened for the payment of pension and benevolent fund grant during the first seven days of each month.

12.1.4 Establishment of Quality Assurance Unit and Banknote Research Wing

A Quality Assurance Unit and Banknote Research Wing have been established at Lahore office in January 2007. This unit is established for curbing the circulation of forged notes and promoting awareness about counterfeit notes among the general public. Under this arrangement, the office has arranged a number of training sessions for almost all the commercial banks of the region. In all, a total number of 465 bank officials of 21 commercial banks have since received training on the subject. Plans are underway to provide similar training at markets, universities and other educational institutions and relevant places.

12.1.5 Establishment of Development Finance Section

A new section namely Development Finance Section (DFS) has been established at Lahore office with effect from January 8, 2007. DFS has been assigned the task of research and market intelligence in addition to the on-going assignments of Local Credit Advisory Committee & complaints. During FY07, following assignments / projects were undertaken by the DFS.

- Training on MS Outlook.
- Preparation of Monthly Newsletter.
- Preparation of catalogue on initiatives taken in respect of Agricultural Credit in Punjab.
- A case study on SME & Agriculture Lending in Lahore.
- Report on SME & Agricultural Loans in Lahore.
- Article on National Commodity Exchange Limited.
- Report on illegal lending business in Lahore.
- Paper on Credit Extension to SME Sector by informal lenders.
- Report on consumer finance by informal sector in Lahore.
- Report on how to improve the services of SBP-BSC and enhance public awareness about them.
- Training Needs Analysis of Lahore office.
- Report on M/s. Excel Financial Services Ltd.

12.1.6 Role in Rehabilitation of Earthquake Affectees

To join hands with the government efforts for disbursement of compensation to the affectees of earthquake of 8th October, 2005 through commercial banks, SBP-BSC Muzaffarabad office has played a significant role in providing necessary help, assistance and facilities to the commercial banks of the region during FY07. It was only because of strenuous efforts of Muzaffarabad office that the commercial banks were able to open about 250,000 accounts of the affectees and disbursed around Rs.33 billion among earthquake affectees.

12.1.7 Management of Retired Employees Fund

The field offices of SBP-BSC continued to manage SBP's Retired Employees Fund during the year under review. This scheme is basically meant for retired employees of SBP and its subsidiaries. The details of the cases in respect of deposit, withdrawal and profit payment during FY07 are as follows:

Table 12.1.7 (a) Number of employees availing facility of REF									
S #	Offices	Position as on 30-06-2006				Position as on 30-06-2007			
		3yrs	5yrs	10yrs	Total	3yrs	5yrs	10yrs	Total
1	Faisalabad	1	10	1	12	1	9	1	11
2	Islamabad	4	3	6	13	6	3	11	20
3	Karachi	23	33	84	140	23	33	102	158
4	Lahore	37	38	35	110	33	38	117	188
5	Muzaffarabad	-	-	3	3	-	-	3	3
6	N. N. Karachi	3	-	2	5	2	-	3	5
7	Peshawar	5	1	-	6	4	1	-	5
8	Quetta	6	17	-	23	-	2	-	2
9	Rawalpindi	6	5	14	25	5	3	13	21
Total		85	107	145	337	74	89	250	413

Table 12.1.7 (b) Number of REF cases processed by field offices							
S #	Office	Deposit		Withdrawal		Profit Payment	
		2005-06	2006-07	2005-06	2006-07	2005-06	2006-07
1	Faisalabad	16	12	4	1	12	11
2	Gujranwala	-	-	-	-	2	2
3	Islamabad	13	20	8	2	13	20
4	Karachi	13	15	32	39	257	255
5	Lahore	11	96	19	16	110	188
6	Muzaffarabad	-	1	1	-	4	5
7	N. N. Karachi	6	3	1	4	14	16
8	Peshawar	-	4	6	3	6	7
9	Quetta	2	2	7	3	22	16
10	Rawalpindi	29	26	4	5	54	49
11	Sialkot	-	-	4	3	10	5
Total		90	179	86	76	504	574

Table 12.1.7 (c) Total number of REF cases processed			
S #	Description	Period	
		2005-06	2006-07
1	Deposit	90	179
2	Withdrawal	86	76
3	Profit Payment	504	574
Total		680	829

12.1.8 Field Visits of the Chief Managers

During FY07, Chief Managers of the field offices of SBP-BSC visited adjoining areas of their jurisdiction and held meetings with the traders / farmers / representatives of various associations and commercial banks in order to have close liaison with them. During these visits they briefed the stakeholders on clean note policy of SBP, security features of new design banknotes and held discussion on different credit schemes of SBP available for the farmers and business community. Numbers of visits conducted by Chief Managers of the field offices during the year are given hereunder:

Table 12.1.8 Field visits of Chief Managers			
S #	Field Office	Number of Visits	
		2005-06	2006-07
1	Bahawalpur	11	7
2	D .I. Khan	2	-
3	Faisalabad	-	2
4	Gujranwala	-	4
5	Hyderabad	3	2
6	Islamabad	3	-
7	Lahore	5	1
8	Multan	3	5
9	Muzaffarabad	9	8
10	Peshawar	8	7
11	Quetta	4	6
12	Rawalpindi	2	6
13	Sialkot	-	5
14	Sukkur	4	2
Total		54	55

12.1.9 Reallocation of work after retirements under Voluntary Separation Scheme & other Incentive Schemes

During last quarter of FY07, a good number of staff (409) opted for retirement and left the service under Voluntary Separation Scheme (VSS) 2007. Further under other incentive schemes under staff regulations over 100 employees opted for early retirement. As a result, a human resource gap emerged in almost all the field offices of SBP-BSC. This sizable retirement of experienced staff demanded maximum utilization of available resources to maintain the level of efficiency in the field offices. The work of the respective units / divisions was, therefore, re-aligned and the workload has been proportionately distributed among the existing staff for smooth working of the field offices. In addition, individual back ups have also been created by providing necessary on-job training. The purpose was to develop an environment of teamwork and keep on improving the quality of services in which field offices remained evidently successful. The BSC and its field offices thus efficiently and prudently managed the vacuum created due to above separation of employees.

Table 12.1.9 Human Resource gap due to VSS and other retirement incentive schemes					
S #	Field Office	HR Gap		Net impact	
		30-6-2006	30-6-2007	Decrease in Numbers	Decrease in %
1	Bahawalpur	93	90	-3	-3.2
2	D .I. Khan	83	67	-16	-19.3
3	Faisalabad	304	282	-22	-7.2
4	Gujranwala	89	67	-22	-24.7
5	Hyderabad	243	237	-6	-2.5
6	Islamabad	243	206	-37	-15.2
7	Karachi	1067	981	-86	-8.1
8	Lahore	867	712	-155	-17.9
9	Multan	239	212	-27	-11.3
10	Muzaffarabad	66	65	-1	-1.5
11	N. N. Office Karachi	179	177	-2	-1.1
12	Peshawar	423	391	-32	-7.6
13	Quetta	196	189	-7	3.6
14	Rawalpindi	278	232	-46	16.6
15	Sialkot	142	124	-18	-12.7
16	Sukkur	168	158	-10	-6.0
Total		4,680	4,190	-490	-10.5
<i>* Daily wagers / Contractual and Part time employees are not included.</i>					

12.1.10 Training Sessions / Briefings / Workshops & Seminars on SBP-BSC Operations

Training has become a regular feature of SBP-BSC offices which is being provided on the job as well as system based. During FY07, the field offices have made strenuous efforts to uplift knowledge and skill base of employees. The main focus of training activities was to ensure that employees are adequately trained and for acquiring the techniques and skill in line with the prevailing international practices for attending their assignments / work effectively and cope up with any challenge. Besides formal trainings, field offices of SBP-BSC have arranged briefing sessions, seminars, and workshops for their employees in the areas of BSC operations. Following are some notable training sessions / lecture programs etc arranged by the field offices for their employees as well as officials of commercial banks during the year under review.

Table 12.1.10 Training & Skill Development Programs on SBP-BSC Operations arranged by the field offices during FY07				
Field Offices	Program Description	Date of Program	Venue	Participant attended
D .I. Khan	A one-day training program on New Clearing Procedure-Country Netting of Clearing Results	26-06-2007	D. I. Khan	Representatives from commercial banks & employees of D. I. Khan office
Lahore	Briefing on RTGS Project	18-06-2007	Lahore	Representatives from commercial banks & employees of Lahore office
Muzaffarabad	One-day Seminar on Currency Management	25-06-2007	Muzaffarabad	Representatives of commercial banks
Rawalpindi	Workshops / Seminars on Auditing Financing Operations (i.e., on-site examination by SBP-BSC Cash Monitoring Teams)	14-09-2006	Rawalpindi	Representatives of commercial banks
		28-11-2006	Mirpur (AJK)	
		12-12-2006	Sargodha	
		24-01 2007	Jehlum	
		19-04-2007 to 20-04-2007	Gilgit	
	IT refresher training program on Globus Prize Bonds Advanced Banking Application	29-11-2006 to 07-12-2006	Rawalpindi	Employees from Rawalpindi, Islamabad and Muzaffarabad offices
	Training session under Oracle ERP-Refresher course	06-02-2007 to 01-03-2007	Rawalpindi	
	A lecture on Structure of International Financial Forum	12-02-2007	Sialkot	Members of Sialkot Chamber of Commerce and Industry
	Lectures on Cash Management	24-05-2007	Sargodha	Representatives of commercial banks
		24-06-2007	Mirpur (AJK)	
	One-day orientation session on RTGS / NIFT	21-06-2007	Rawalpindi	Representatives from commercial banks & employees of Rawalpindi office

	A one-day workshop on Business Continuity Management	22-06-2007	Rawalpindi	Officials from six field offices i.e., Peshawar, Islamabad, Rawalpindi, Quetta, D. I. Khan and Muzaffarabad
	A one-day workshop on Research & Development Support Scheme for Garments, Home Textile etc.	23-06-2007	Rawalpindi	Largely attended by the representatives of commercial banks
	A two days training session on “CBR Automation Project”.	26-06-2007 to 27-06-2007	Rawalpindi	Thirty officers from five field offices of BSC i.e. Peshawar, Islamabad, Rawalpindi, D.I. Khan and Muzaffarabad
Sialkot	A one-day training program on Export Finance Scheme - Operational Aspects	29-03-2007	Sialkot	Representatives from commercial banks

12.1.11 Other Seminars & Workshops

Besides the above training sessions and skill development programs, the field offices have also arranged seminars, workshops, lecture programs etc for the stakeholders in the area of their interest as follows:

- An in-house lecture program for changing the mindset in the conduct of business of the SBP-BSC was initiated at Gujranwala office during the year under review. In this program all Assistant Chief Managers of the office gave presentations on the performance and achievements of their respective unit to senior managers on a monthly basis.
- Two workshops on “Know Your Customer & Anti Money Laundering” and “Impact of Shared Values on Organizational Development” were arranged by the Sialkot office on 25th April 2007 and 25th May 2007 respectively. The Chief Manager, Sialkot office was the guest speaker on both the occasions. Representatives from commercial banks also participated in the said workshops. Besides, a seminar on “Stress Management” was also arranged by the Sialkot Banker’s Club at Sialkot office. Dr. Nasar Sayeed Khan, Head of Department of Psychiatry, Services Institute of Medical Sciences & Services Hospital, Lahore was the guest speaker. All Assistant Chief Managers of the office, regional heads of commercial banks and a number of prominent exporters of Sialkot region participated in the seminar. A similar program was arranged by the SBP-BSC Peshawar office on 28th August 2006 for its employees.
- The Peshawar office arranged a three-day First Aid Awareness Program for its employees from 6th to 8th February 2007. Two lectures – one on Diabetes Awareness and the other on Hepatitis were also arranged at Peshawar office on 7th March 2007 and 14th May 2007 respectively.

- In addition, the Chief Manager Rawalpindi office along with IT resource persons visited eight field offices i.e., Islamabad, Peshawar, Muzaffarabad, Sialkot, Gujranwala, Faisalabad, Multan and Bahawalpur for timely implementation of Electronic Queue Management System at these centers.

12.1.12 Special Outreach & Training Programs on Agriculture Credit

Agriculture Credit Department, SBP organized a two-day Special Outreach & Training Programs on Agriculture Credit at Guli Bagh Swat with the coordination of SBP-BSC Peshawar office in September 2006, at Bahawalpur office in December 2006, at Mirpur (AJK) in February 2007 with the coordination of Muzaffarabad office and at District Sanghar in March 2007 with the assistance provided by Hyderabad office. This program was largely attended by the employees of the respective office as well as the representatives from commercial banks of the respective region.

12.1.13 Facilitating the participants of International Banking Course

A 30 member delegation belonging to 18 different countries attending International Banking Course at NIBAF Islamabad, visited the SBP-BSC Sialkot office from 25th to 26th February 2007. The Sialkot office arranged their visit to prominent places in the city like export houses and other places of their interest. They were also taken to Sialkot Chamber of Commerce and Industry where a comprehensive presentation on the quality of skill level of the workforce, different export items and their share in the national economy was given to the members of the delegation.

Similarly, the participants of 38th International Banking Course in their study tour visited the Peshawar office on 7th April 2007. The Peshawar office arranged their visits to Peshawar Museum, Balahisar Fort and meeting with the Governor N.W.F.P.

12.1.14 Internship for the Post Graduate Students

SBP-BSC Quetta office conducted a six-week internship program for 23 students of different universities of the region during FY07. A similar internship program was arranged by Muzaffarabad office for post-graduate students of the AJK during the year. A total number of 43 students participated in two different sessions held in July 2006 and January 2007 respectively.

12.1.15 Sports and other recreational activities

In pursuit of revamping sports activities among the employees the BSC has started indoor games with the opening of Badminton Court, Table Tennis facility, Sports Hall, Gymnasium and Bankers' Health Club at Bahawalpur, Faisalabad, Multan, Peshawar, and Sialkot offices during FY07. A variety of indoor games and new exercise machines

have been made available at these centres for the employees after office hours for their recreation and maintenance of a good physical and mental health. Some of the sports and other recreational activities taking place during FY07 are as under:

12.1.15.1 Governor's Cup / Inter Bank Cricket Tournament

The 3rd All Pakistan State Bank Governor's Cup Cricket Tournament, northern region was organized from 2nd February 2007 to 8th February 2007 at Rawalpindi. A total number of 20 teams of Rawalpindi, Islamabad, Peshawar and Muzaffarabad participated in the tournament. Three first class cricket grounds were hired for the matches. The final match was played between SBP-BSC Rawalpindi office and Bank of Khyber, Peshawar on 8th February 2007. The match was won by Bank of Khyber. Besides, the Peshawar office had the honour of hosting the 3rd State Bank Governor's Cup Super Series Cricket Tournament-2007 for the second consecutive year from 19th to 25th February 2007.

In addition an "Inter Bank Cricket Tournament" dedicated to the SBP Clean Note Policy was organized by the Bankers Club at SBP-BSC Bahawalpur, Hyderabad, and Multan offices during FY07.

12.1.15.2 Table Tennis Tournament

A Table Tennis tournament among the employees of Rawalpindi office was organized from 2nd to 7th June 2007. A total number of 28 players participated in the tournament with great enthusiasm. Managing Director, NIBAF Islamabad was the chief guest, who distributed prizes among the winners and other participants. Managing Director, NIBAF appreciated the revival of such healthy activities in the Bank and also appreciated the spirit of the participants.

12.1.15.3 Muqabal-e-Husn-e-Qirat & Naat Khawani

Muqabal-e-Husn-e-Qirat and Naat Khawani among the children of the SBP-BSC employees (including commercial banks) was arranged at Rawalpindi office on 25th May 2007. A large number of children of employees of SBP-BSC offices and commercial banks of Peshawar, Faisalabad, Multan, Islamabad, and Rawalpindi regions participated in the competition. The children showed great enthusiasm. All the participants applauded the efforts for arranging a healthy activity to promote the valued Islamic culture. Prizes and certificates were distributed among the contestants and position holders. Similar programs were organized at SBP-BSC Bahawalpur, Hyderabad, and Multan offices during the period under review.

12.1.15.4 Inter Bank / Financial Institution Quiz Competition

A three-member team of SBP-BSC Lahore office participated in IBP Inter-bank / Financial Institutions Quiz Competition on April 6, 2007 during IBP Knowledge Week

held at Alhamra Arts Gallery, Lahore. The team won the 2nd Prize in the event. The Chief Manager appreciated the team members and awarded Letter of Appreciation, Souvenirs and Cash award of Rs.5000/-.

12.1.15.5 Flower Show

SBP-BSC Multan office participated in a ‘Flower Show’ arranged by the City District Government Multan. The event was dedicated to SBP’s Clean Note Policy and the participants were briefed about the policy and the security features of new currency notes. The flower stall of Multan office won the 1st Prize in the show and the office was awarded a Special Trophy by the District Coordination Officer, City District Government, Multan.