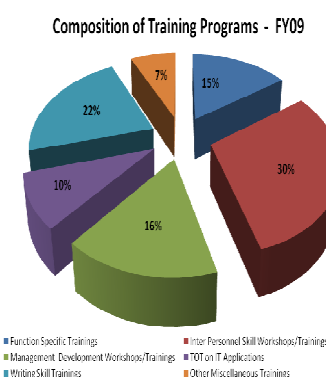


9 Training and Skill Development

9.1 Overview

Completing its second year of structured skill up gradation efforts, Training & Development Department (T&DD) continued its pledge towards bringing discernible improvement in employees' ability and willingness to improve their work performance. The scale of training both in terms of number of programs offered as well as the trainees registered significant rise during FY09. The training activities during the year remained overwhelmingly focused on Train the Trainer (TOT), Management Development Programs (MDP) and Customer Services.

Largely emanating from *Mission Statement*, training programs are aimed at improving the functional and behavioral competencies of the BSC HR, thus enabling them to effectively serve the stakeholders including SBP. With this perspective, result oriented training programs were designed and delivered/arranged in line with the Training Needs Assessment done last year. The figure gives the composition of training programs conducted during the year. The function specific and interpersonal skills programs were given higher weight-age followed by management development and TOT programs. Besides redesigning existing courses, a number of new courses were developed and delivered through a blend of in-house and external resources in almost all training categories (see **Box 1** for details).



Some critical areas having foremost importance and widespread impact were also selected for providing more focused and accelerated training during the year. These included programs on promoting 'Customer Friendly Attitude' and adopting institutionally preferred 'Values and Shared Behavior' to improve the service delivery particularly at 'public dealing counters' and thus improve the BSC's image as a customer caring organization.

Box 1 New Training Programs Initiated During FY09

Function Specific

- Middle-level Management Training Program (MMTP) for OG-4 officers;
- Skill Development Program (SDP) for OG-3 officers;
- Adapting International Accounting Standards;
- Understanding Statement of Affairs -SBP Balance Sheet;
- Documentation for International Trade & Finance;
- Foreign Exchange & Financing of Foreign Trade (Intermediate);
- International Trade & Regulatory Regime in Pakistan;

Soft-Skills

- Customer Services for Supervisors;
- "5 S House Keeping International Standard" exclusively for a batch of SBP BSC through PIM at Karachi;

Communication Skills

- Simple Writing Skill Level-2;
- 'Improving Spoken English Skills' exclusively for a batch of SBP BSC officers through PIM at field office, Lahore;

Information Technology (IT) Applications:

- TOT on MS Office through Skill Development Council, Islamabad;
- Advanced MS Office exclusively for a batch of SBP BSC through PIM at Karachi;
- TOT on Oracle Applications;
- TOT on Globus Applications.

9.2 Training of Trainers (TOT) Programs

To supplement the training activities through NIBAF and other training institutions, T&DD is also engaged in strengthen in-house training capabilities. During FY09, a number of ‘TOT’ programs were arranged for the interested officers having trainer’s skills & attitude and were willing to utilize their skills for assisting their colleagues in acquiring new skills and knowledge. During FY09, TOT programs on MS Office, Globus and Oracle ERP were organized to build in-house capacity for improving technology usage in BSC offices. A total of 95 officers participated in the TOT programs 20 officers attended the TOT on MS Office, while the 40 and 35 officers attended the programs on Globus Banking Solution and Oracle ERP applications respectively during the year. (For details see **Table 9.2**)

S #	Program	Dates	Venue	No of Participants	Target Office
1.	Globus Application	4-14 May,2008	LRC Karachi	14	Head Office , Karachi
2.	Oracle Application	24-29 Nov,2008	-do-	15	N. Nazimabad, Quetta Hyderabad, Sukkur Bahawalpur.
3.	Oracle Application	19-24 Jan.,2009	Rawalpindi	20	Lahore, Multan, Faisalabad, Islamabad Gujranwala, Peshawar
4.	Globus Application	1-11 June,2009	-do-	26	Bahawalpur, Sialkot Rawalpindi, D.I. Khan Muza ffarabad.
5	M.S. Office	-	-	20	-
Total				95	-

9.2.1 TOT Workshops on MS Office

With the collaboration of Skill Development Council, Government of Pakistan, Islamabad, a comprehensive six-day TOT program on MS Office was arranged at Islamabad. A total of 20 officers including 16 from various field offices attended the program. The program was focused on building the trainee’s capacity in designing and delivering a training program in MS Office. They were also provided intermediate level technical knowledge on MS Office to broaden their understanding of the software. The participants were in turn required to formulate training schedules to disseminate learning to their respective colleagues at HOK/ field offices.

9.2.2 TOT on Globus & Oracle ERP

As a result of automation in almost every operational/ functional area of BSC and continuous improvements in information technology thereof, it is but imperative that the IT and Globus & Oracle ERP understanding of the BSC staff is improved significantly to ensure optimum usage of IT infrastructure created during last 5-6 years. During FY09, four TOT programs on Globus and ERP Oracle were arranged in collaboration with ISTD at LRC Karachi and Rawalpindi office. In these programs 40 officers were imparted training in Globus and 35 officers in ERP Oracle.

9.2.3 Dissemination of learning down the stream by TOT Participants

The participants of the ‘TOT’ programs have started disseminating their learning to colleagues in the respective field offices and by end-July, 2009 a total of 674 officers were trained down the stream by the TOT participants [For details see **Tables 9.2.3 (a), (b) & (c)**]. The TOT on Globus was arranged in May-June 09 due to which the number of officer trained in Globus are much lower than those trained in ERP. About 300 staff/ officers are expected to be imparted training on Globus and Oracle ERP by the TOT participants during FY10.

Table 9.2.3 (a) In-house MS Office Workshops Conducted During FY09

S #	Venue	No. of Iterations	No. of Participants
1	Head Office, Karachi	04	54
2	Multan Office	04	24
3	Lahore Office	03	56
4	Bahawalpur Office	03	23
5	Gujranwala Office	01	13
6	Rawalpindi Office	03	52
7	D I Khan Office	01	04
8	Faisalabad Office	01	12
Total		20	238

Table 9.2.3 (c) Summary showing total number of officers trained by TOT

S #	Courses	Participants
1	M.S. Office	238
2	Oracle ERP	382
3	GLOBUS Banking Solution	54
Total		674

Table 9.2.3 (b) Officers Trained By 'TOT' Participants

S #	Field Office	Number of Participants	
		ERP Oracle	Globus
1	HOK	22	-
2	Islamabad	7	-
3	Sialkot	9	-
4	Multan	22	-
5	Lahore	39	-
6	Gujranwala	12	-
7	Rawalpindi	71	-
8	Muzaffarabad	9	10
9	Peshawar	75	-
10	D. I. Khan	8	-
11	Faisalabad	19	-
12	Hyderabad	20	-
13	Sukkur	6	4
14	Bahawalpur	17	-
15	Quetta	14	-
16	Karachi	22	40
17	N.N. Karachi	10	-
Total		382	54

9.3 Management Training Programs

In FY09, on the initiative of the top management, T&DD designed and implemented a series of comprehensive residential training programs for the BSC middle management. A *3-Week Middle Level Management Training Program (MMTP)* was designed to a) develop and groom leadership skills, b) strengthen technical expertise in IT systems being used in BSC, c) sharpen and deepen function specific knowledge and d) enhanced understanding and to improve interpersonal skills and behavioral competencies of the participants with a view to identify future leaders. Two MMTP were organized during the year in which 50 officers of DCM/ JJD level participated. A similar shorter version *2-Week Skills Development Program (SDP)* was also developed for ACMs/ Assistant Directors to prepare them for their supervisory role as unit in-charges; 27 newly promoted OG-3 officers were provided training under the program.

Encouraged by the highly positive feedback from the participants of the above two programs, a similar but more intense *5-Day Leadership Development Program (LDP)* was planned and conducted in July 09 for the CMs/ JDs/ SJDs in BSC to equip them with the latest management tools/ skills involving *Strategic Planning & Management, Leadership, Decision Making & Team Building, and Organizational Development & Change*. Moreover an exclusive session was held on creating better understanding among the Chief Managers on SBP Monetary Policy and its implications.

9.4 Soft Skills Training Programs

Bringing behavioral and attitudinal changes in the BSC staff is critically important for achieving the turnaround in BSC. The management has thus given due weight-age to improving the behavioral

Table 9.4 Summary of Soft Skills' Training Programs

S #	Programs	Iteration	Participation	Target Audience
1.	Couching & Counseling	05	86	OG-3 and above
2.	Values & Shared Behaviors	14	271	OG-2 and above
3.	Customer Services	33	669	OG-1 and OG-2
4.	Customer Services for Supervisors	05	89	OG-3 and above
Total		57	1,115	

competencies. A total of 57 programs were organized during the year for improving the soft skills of BSC staff. The 'Customer Services Module' was hall mark of these programs to inculcate the customer services orientation in BSC staff, particularly those working at public dealing counters. A total of 33 programs on Customer Services were organized during the year in which 669 officers were trained. These programs were held in all BSC offices (on average 2 programs in each office) in collaboration with NIBAF.

In addition to ‘Customer Services’ new training programs like ‘Couching and Counseling’ and ‘Values and Shared Behavior’ were also designed and delivered to instill behavioral change in BSC especially its core mass i.e., OG1-OG3 officers. (see **Table 9.4** for a snap shot of each program’s iterations and participants).

9.5 Training Programs at NIBAF

The strategic partnership between T&DD and NIBAF profoundly flourished during FY09, and more than 1,623 BSC officers attended various training programs at both Islamabad and Karachi campuses of NIBAF (for details see **Annexure-I** at the end of the chapter).

9.6 Other Institutional Training Programs

T&DD continued to provide best possible training opportunities to the officers of BSC in consultation with the institutions like IBP, PIM etc. During FY09, 194 officers attended various function specific and soft-skills programs of varied duration being offered by some of the premier training Institutions/ Institutes such as Pakistan Institute of Management (PIM), Institute of Bankers Pakistan (IBP), etc (for details see **Annexure-II & III** at the end of the chapter)

Encouraged by the positive experience of last year and to benefit from the rich legal expertise available at Federal Judicial Academy (FJA), Islamabad a 1-week refresher workshop for Adjudicating Officers and other concerned official (25 officers) of BSC was arranged to orient them with the necessary legal and judicial processes and procedures (For details see **Table 9.6**).

Table 9.6 Training Programs Attended during FY09 at Other Training Institutions

S #	Institutions/ Institutes	No. of Training Courses/Programs	No. of Participants
1	Pakistan Institute of Management	11	64
2	Institute of Bankers Pakistan	18	40
3	Federal Judicial Academy, Islamabad.	1	25
4	Other Institutions	25	65
Total:		55	194

9.7 Performance Management System Workshops

During FY09, T&DD continued to provide much needed support for the smooth introduction of new *Performance Management System* (PMS) within BSC. To facilitate the planned extension in the scope of PMS by including all OG-2s and OG-3s of BSC under its fold, T&DD in collaboration with PMD arranged PMS Planning and Appraisal Focused Workshops. The core group of trainers/ facilitators (who acquired necessary skills from TOT program on PMS arranged last year), under the supervision of master trainers from T&DD and PMD, provided necessary guidance to all OG-2s and OG-3s in fulfilling PMS formalities. During the year, a total of 1,884 officers¹ attended the PMS Planning Workshops and Appraisal Focused Workshops at HOK and all the field offices (see **Table 9.7** for details).

Table 9.7 PMS Related Activities						
Offices	Planning Workshops		Appraisal Workshops		Total	
	No. of Iterations	No. of Participants	No. of Iterations	No. of Participants	No. of Iterations	No. of Participants
Head Office Karachi						
Karachi Office	12	369	12	380	24	749
North Nazimabad Office Karachi						
Other Field Office *	25	577	27	558	52	1,135
Total	37	946	39	938	76	1,884
<i>*Except KO & NN</i>						

¹ The PMS was applicable on a total of about 950 officers and all the officers to be covered under PMS attended PMS Planning and Appraisal Workshops.

9.8 Training Initiative for Commercial Banks

During FY09, a number of training sessions were also organized in collaboration with FEOD to address the emerging needs of Commercial Banks on various foreign exchange issues. Experts from BSC conducted training sessions on a) verification of EE/ EF-1 Statements of Export Finance Scheme Part-II, and b) issues in Export in general & Export Over dues in particular. **Table 9.8** gives detail of the programs conducted for commercial banks.

S #	Location	Training Sessions	Number of participants
1	Karachi (LRC and others)	08	247
2	Lahore	03	66
3	Islamabad	01	31
Total		12	344

9.9 Hostel Facility at North Nazimabad Office

The BSC training activities are generally organized at NIBAF, both in Islamabad and Karachi campuses. While NIBAF Islamabad campus, which serves field offices located in Northern and Central region has proper residential facilities for the participants, NIBAF Karachi campus servicing the southern region field offices had no hostel facility. Resultantly, the southern region trainees were either sent to NIBAF Islamabad or paid daily allowance admissible under the rules. This together with the travelling expenses was consuming a significant share of annual training budget. To address this issue, a hostel facility was developed at North Nazimabad Office during the year. The facility can accommodate up to four participants from southern region offices and is operational since April, 2009.

9.10 Internship Programs

With the active support of T&DD, the BSC field offices have been arranging the internship program for the students of regional universities/educational institutions. However, in the absence of any formal internship policy, these unstructured programs were essentially conducted on the initiatives of individual CMs and that too without the payment of any stipend to the interns. To formalize the conduct of internship program at BSC field offices, the Central Board of BSC in

S #	BSC Office	Period	No. of Internees
1	Sialkot Office	June-18 to July-29, 2008	2
2	Sukkur Office	June-23 to August-1, 2008	4
3	Muzaffarabad Office	July-2 to August-1, 2008	27
4	Quetta Office	July-7 to August-16, 2008	10
5	Peshawar Office	July-21 to August-16, 2008	12
6	Rawalpindi Office	July-28 to September-6, 2008	12
Total			67

its meeting held at Lahore on March 24, 2009 approved stipend of Rs.7,500/- to the interns of 6-week internship program. Accordingly, T&DD formulated an *Internship Policy* focused to engage the students in undertaking research based assignments/ project for the mutual benefit of students and BSC. In all, sixty seven students from renowned universities including Lahore School of Economics (LSE), Punjab University, University of Agriculture Faisalabad, Sindh University and Shah Abdul Lateef University Khairpur, and educational institutions of Azad Jammu and Kashmir etc were completed the 6-week internship program arranged by the BSC field offices across the country (for details see **Table 9.10**).

Annual Performance Review of SBP BSC – FY09

Annexure-I Training Programs Held in NIBAF, Islamabad and Karachi Campuses During FY09				
S #	Name of programs	Duration	No. of Iterations	No. of Participants
A. Function Specific Programs				490
1	Adapting International Accounting Standards	2-days	3	55
2	Currency Management & Operations (Foundation)*	3-days	6	114
3	Currency Management & Operations (Intermediate)	4-days	1	17
4	Documentation for International Trade & Finance	2-days	1	15
5	Foreign Exchange & Financing of Foreign Trade (Foundation)	3-days	4	83
6	Foreign Exchange & Financing of Foreign Trade (Intermediate)	1-day	1	16
7	Information System Audit	2-days	4	93
8	Internal Auditing – Process & Procedure	2-days	3	60
9	International Trade & Regulatory Regime in Pakistan	2-days	1	21
10	Understanding Statement of Affairs -SBP Balance Sheet	2-days	1	16
B. Soft Skills Programs				541
11	Coaching & Counseling	2-days	5	86
12	Customer Services	2-days	11	215
13	Customer Services for Supervisors	2-days	5	89
14	Values & Shared Behaviors	2-days	8	151
C. Management Development Programs				77
15	Middle -level Management Training Program (MMTP)	17-Days	2	50
16	Skill Development Program	12-Days	1	27
D. Writing Skill Programs				61
17	Simple Writing Skill Level-2	5-days	3	61
E. Satellite Training Programs (In-house programs conducted at selected field offices)				454
18	Customer Services	2-days	22	454
Grand Total (A+B+C+D+E)			82	1,623
Logistic Support for Other Training Programs/ Workshops				
19	TOT on MS Office	5-days	1	20
20	TOT on Globus Applications	10-days	1	20
21	TOT on Oracle Applications	6-days	1	16
22	Workshop of Budget Coordinators	1-day	2	28
23	Workshop on Development Finance	2-days	1	20
* 2-days when held in NIBAF, Islamabad				

Annexure-II Training Courses/Programs Attended by BSC Officers Offered By PIM, IBP, PSTD and ICAP/ IMAF			
S #	Course Title	Duration	No. of participants
A	PIM		64
1	Executive Secretary Course	18-23 Aug, 08	1
2	5 S House Keeping International Standard	27-29 Oct., 08	3
3	5 S House Keeping International Standard (PIM Lahore)	10-12 Nov, 08	2
4	Learn MS Office in 6 Days	15-20 Dec., 08	1
5	Advanced MS Office	07-08, April, 09	17
6	Introduction to Human Resource Management	20-24, April, 09	2
7	3D Presentation Skills Using Power Point & Flash Tools	27-30, April, 09	1
8	Contract Management	04-07 May, 09	1
9	Team Work: Getting People Together	11-16 May, 09	1
10	Improving Spoken English (Lahore office)	08-12 June, 09	18
11	5 S House Keeping International Standard	10-11 June, 09	17
B	IBP		40
1	Advanced MS Excel	18-21 Aug, 08	3
2	SBP Prudential Regulation for Corporate/Commercial Banking	19-20 Aug, 08	1
3	Communication Skills	16 Sept. 08	1
4	Organizing Group Task Effectively	17 Sept, 08	2
5	Disaster Recovery & Business Continuity Management	21 Nov. 08	2
6	Positive Attitude & Emotional Intelligence	17 Dec. 08	1
7	Best International Trade & Settlement Systems	12-17 Jan. 09	2
8	Advanced Microsoft Excel	26-27 Jan. 09	1
9	Break through Thinking	9 Feb. 09	2
10	Effective Bank Auditing: Techniques & Best Practice	10-11 Feb. 09	2
11	Microsoft Office	25-27 Feb, 09	3
12	SBP Prudential Regulation for Corporate/ Commercial Banking	11-12 March, 09	1
13	Risk Based International Auditing	13-14 March, 09	2
14	IT as Enabler to Business Process Re-engineering	21 March. 09	6
15	MS Excel for Auditors	19-20 May, 09	3
16	Product Development In Microfinance Banks	21 May, 09	1
17	Fraud & Forgeries & Prevention	15 June, 09	3
18	Risk Based Internal Audit	23-24 Jun, 09	4
C	Pakistan Society for Training & Development		4
1	MS Project	11-12 Aug., 08	1
2	The Human Resource Management Briefcase	3-5 Nov. 08	2
3	Training Need Analysis	15 Dec. 08	1
D	ICAP/ ICMAP		6
1	Seminar on IAS-27	29 Nov. 08	2
2	Business Written Communications	11-12 March, 09	1
3	Advance Excel IT Workshop at Hyderabad	10-11 June, 2009	2
4	Post Budget Seminar	17-Jun-09	1
Grand Total (A+B+C+D)			114

Annual Performance Review of SBP BSC – FY09

Annexure-III Training Programs Attended by BSC Officers at Other Institutions				
S #	Course Title	Duration	No. of Trainees	Training Institute
1	Microsoft Project	3-4 July, 2008	1	NETMASTERS
2	House Keeping & Horticulture	7-11 July, 2008	4	The AKU Hospital Karachi
3	Financial Modeling Using Excel as a Tool	15-16 July, 08	1	Niche
4	Pension & Retirement Planning	13 Aug., 2008	2	MAP
5	Workshop on "CPR"	13 Oct., 2008	1	Pakistan Medical Association
6	Support for House Keeping	22-23 Oct., 2008	2	PC, Karachi
7	Financial Reporting	27-28 Oct., 2008	1	Fin Man, Islamabad
8	Data Analysis Using ACL	17-18 Dec., 2008	1	Human Resources Management Services
9	Developing Personal Dynamic & Managerial Effectiveness	29 Nov., 2008	1	PIQC
10	Tailored Program on (TOT) MS Office	2-7 Feb., 2009	20	Skill Development Council, Islamabad
11	Benchmarking-Measures of Performance & Pay Elements	18 Feb., 2009	3	Sidat Hyder Morshed Associates (Pvt.) Ltd.
12	Assessing Business Income of SME's	5 March, 2009	1	ICIL Pvt. Ltd.
13	MANCON 4 th International Management Conference	8-9 April, 2009	2	Nutshell Forum
14	Public Procurement Rules & Procedure	20-22 April, 2009	2	Public Procurement Regularity Authority, Islamabad
15	IAS39, Financial Instrument –Recognition & Measurement	23 May, 2009	1	Ace Consultant
16	Public Procurement Rules & Procedure	04-06 May, 2009	2	Public Procurement Regularity Authority, Islamabad
17	Industrial Relations in the Context of IRA-2008	19-21 May, 2009	8	NILAT, Karachi
18	Occupational Health, Hygiene and Safety	26-28 May, 2009	2	NILAT, Karachi
19	Refresher Course for Adjudication Officers	22-27 June, 2009	25	Federal Judicial Academy, Islamabad
Total			80	