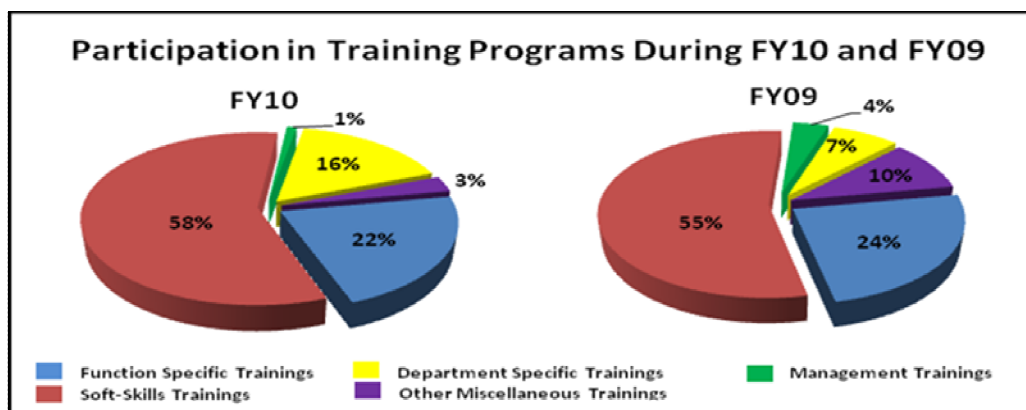


8 Training and Skill Development

The efforts of Training & Development Department (T&DD) primarily focused on arranging different courses in the areas of IT modules, technology up gradation, interpersonal skills and promoting the culture of efficient customer services in BSC. For making training structured and cost effective, in-house training arrangements were made in coordination with National Institute of Banking and Finance (NIBAF).

8.1 Overview

Being one of the crucial elements of organizational development, capacity building of employees of SBP BSC has always been a priority assignment for the management of the BSC since the start of change management process in 2008. Structured and need based training on core operational areas were continued to be extended during FY10 to fill the skill gaps among employees of various cadres. The efforts of Training & Development Department (T&DD) primarily focused on arranging delivery of different courses in the areas of IT modules, technology up gradation, interpersonal skills and promoting the culture of efficient customer services in BSC. For making training structured and cost



effective, in-house training arrangements were made in coordination with NIBAF. The detail about participation of BSC employees in various training programs is given in Figure 8.1.

During FY10, soft-skills programs remained the main focus of Training and Development Department (T&DD) and accounted for 58 percent of all training attended by the officers of BSC. The function specific training programs were about 22 percent followed by department specific capacity building initiatives.

Box 8.1 New Training Programs Introduced During FY10

Function Specific Training Programs:

- Audit Report Writing
- Inter-personal Skills for Auditors
- Capacity Building Program for DFSD Officials

Soft-Skills Training Programs:

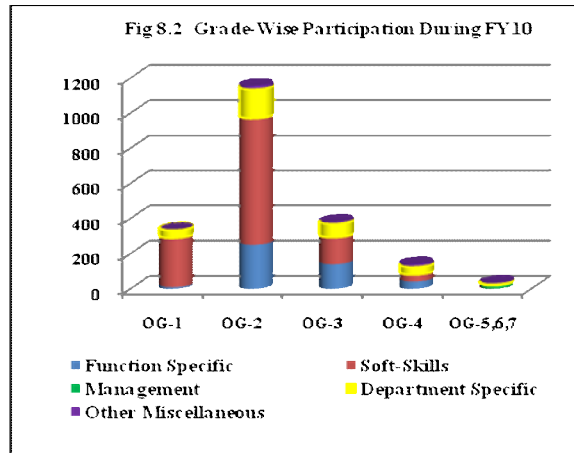
- Leadership Development Program for CMs
- Problem Solving & Decision Making
- Motivating for Performance Excellence
- Time & Stress Management

Communication Skills:

- Dedicated English Writing Skills (DEWS)

Considering the fact that average age of the SBP BSC employees is comparatively high and the work of BSC has been largely automated therefore in an effort to fill the skill gaps of BSC employees, the non-traditional training solutions were also introduced during FY10 besides improving the coverage and scope of the existing training programs. Apart from extending function specific and soft skill trainings to existing employee with higher number of participants than last year, holding of post-induction training program for a group of newly recruited Cash Officers and development of course curriculum for 12-week training program for the forth coming newly recruited OG-2 officers under Young Professional Induction Program (YPIP) were also developed by T&DD during FY10 in consultation with all departments of BSC.

Moreover, holding of Management Training Program for the line managers (Chief Managers) and starting of Dedicated English Writing Skill (DEWS) program for the frontline officers of BSC have also been the prominent achievements during the year. Other important developments during FY10 have been the opening up of foreign training opportunities for SBP BSC officers and conduct of paid Summer Internship Program for the students from accredited universities/ institution across Pakistan.



8.2 Grade-Wise participation

Due to aggressively pursued training schedule, significant number of officers has been trained during FY10 for both function specific and soft skill modules. During FY10, overall participation in the training programs has been around 2,067 as compared to 1,986 in FY 09. However; focus was on OG -2 level officers as 1200 OG-2 level officers participated in various training programs (Fig-8.2).

Since OG-2 (including TOs) constitutes the largest single group of human resource in BSC, they are also the main recipient of T&DD's skill up-gradation initiatives during FY10 and accounted for 57.6 percent participation in all training programs. In terms of function specific and soft skills program, their participation was 55.7 percent and 60.4 percent respectively.

8.3 Post-Induction Training Programs

Besides embarking upon a more structured induction process during FY10 under Young Professional Induction Program (YPIP), the management of BSC also decided to recruit Cash Officers to satisfy the immediate human resource needs of D. I. Khan and Muzaffarabad offices. With the active support of key functional departments of SBPBSC and top management, T&DD successfully developed and managed delivery of a 4-Week Post-induction Residential Training Program for Cash Officers (Commenced on Monday, the 15th March, 2010) in close partnership with NIBAF, Islamabad. A 2-Week Hands-on Training

was also arranged for Cash Officers at Islamabad and Rawalpindi offices to provide them real time working experience before regular posting at their respective field offices.

With the active support and valuable input by the senior management of BSC, a 12-Week Post-induction Residential Training Program for the first batch of OG-2 recruited under BSC's recruitment program i.e., "Young Professional Induction Program" (YPIP) was designed to equip the newly inducted officers with the desired set of knowledge and skill and inculcate behavioral competencies among them in line with the new change management initiative of SBP BSC. It is expected that once delivered and after receipt of feedback from trainers, trainees as also management of NIBAF this would eventually lay down the foundations for similar programs in future., Besides highlighting the importance/ significance of the competency based corporate culture and customer service orientation in SBP BSC, a pre-requisite for a dynamic and vibrant organization, the training curriculum for inductees under YPIP also focuses on the policy making role of SBP as well as the operational tasks entrusted to BSC¹. A more rigorous hands-on training program at core departments of HOK and Karachi office is also being prepared to supplement the theoretical phase of training at NIBAF Islamabad.

8.4 Function Specific Training Programs

Function Specific (FS) training programs are customized programs designed for improvement/enhancement of working knowledge and skills required for undertaking jobs assigned to each department or specific area. The foundation level programs/ modules are developed to create 'Awareness' of knowledge of certain core operational functions of BSC and as such are intended for those who are new to a job.

S. #.	Name of the Training Module	Duration	No. of Participants	
			FY10	FY09
1	Adapting International Accounting Standards	3-Days	62	54
2	Understanding Statement of Affairs-SBP Balance Sheet	2-Days	102	16
3	Foreign Exchange & Financing of Foreign Trade	3-Days	57	83
4	Information System Audit	2-Days	59	91
5	Internal Auditing – Process and Procedure	2-Days	58	60
6	Currency Management & Operations (Foundation)*	3-Days	55	94
7	Currency Management & Operations (Intermediate)	4-Days	24	35
8	International Trade and Regulatory Regime in Pakistan	2-Days	39	21
9	Foreign Exchange and Financing of Foreign Trade (Intermediate)	1-Day	-	16
10	Documentation of International Trade and Finance	2-Days	-	15
Total			456	485

Whereas the intermediate level modules are designed to improve/enhance essential 'Job Specific' skill sets critical for the department/office. The T&DD is also working to develop curriculum/ modules for imparting advance skills for each area of BSC activities to such officials who can ultimately become super users and members of Training of Trainers (TOT) group of the BSC, to both incentivize the high performers at each office as also to economize training by initiating training program at each office. During FY10, 456 officers attended the function specific training programs conducted at NIBAF Karachi and Islamabad. Detail of function specific training programs is provided in Table 8.4.

¹ The post-induction residential training program is already under implementation for a group of 59 newly recruited OG-2 officers under YPIPs at NIBAF, Islamabad from August 2, 2010

8.5 Soft-Skills Training Programs

The core job assigned to the BSC requires a lot of interaction of its front line officer with our different stakeholders who visits our offices for availing various services provided by us. This makes it imperative that the skill set of our these employees in dealing with members of general public, employees of banks, DFIs, different governments and their

attached departments, is embedded not only with professional knowledge but also behavioral competencies and problem solving approach. T&DD has been continuously been endeavoring to transform BSC into a vibrant and knowledge institution capable of facing the emerging future challenges through imparting soft skills to all its employees in general and in particulars those dealing with the external stakeholder. While continuing the ‘Customer Services’ module especially for officials at cash counters (OG1 and OG2), T&DD also introduced new soft-skills training modules during FY10 (Motivation for Performance Excellence, Time & Stress Management and Problem Solving & Decision Making) designed to inculcate behavioral change in employees. All these new initiatives have been well taken and implemented with the active support of NIBAF at both campuses and selected field offices under the Satellite Training Initiative introduced last year². Detail of soft skills training program on various areas is provided in Table 8.2.

S. #.	Training Program	No. of Participants	
		FY10	FY09
1	Customer Services	322	664
2	Customer Services for Supervisors	66	88
3	Values and Shared Behaviors	222	247
4	Coaching and Counseling	-	86
5	Time and Stress Management	315	-
6	Motivation for Performance Excellence	249	-
7	Problem Solving and Decision Making	37	-
Total		1,211	1,085

8.6 In-house Training Programs

The T&DD has started to expand coverage of the training programs across all field offices of SBP BSC with a view to provide equal and quality training opportunities to all incumbents through its various programs. Therefore expenditure on

account of travelling etc; of the trainees forms a substantial portion of training budget. In order to economize training expenses the T&DD introduced satellite training initiative with the active support of NIBAF. The initiative has proved highly successful in expanding the coverage of training activities especially in respect of soft-skill programs in a more cost-effective manner. New soft-skills programs on Time & Stress Management and Motivating for Performance Excellence introduced in FY10 were primarily delivered through Satellite Training Initiatives (STIs). During FY10, T&DD with the active support of NIBAF arranged 14 programs at major field offices (Lahore, Faisalabad, Multan, Peshawar, and Quetta). Besides, 5 programs on “Values and Shared Behavior” were also delivered under STIs at Lahore, Peshawar, Multan, and Quetta utilizing the services of SBP trainers who attended the TOT program conducted by Anjum Asim Shahid Associates (Pvt) Ltd (AASA) under the SBP change management initiative Table 8.3.

S. #.	Name of Module	FY10	FY09
1	Customer Services	191	447
2	Values and Shared Behaviors	95	98
3	Time and Stress Management	158	-
4	Motivating for Performance Excellence	79	-
Total		523	545

² Trainer from NIBAF travels to selected field office to conduct the training sessions, while respective Training Coordinator provides necessary facilitation.

8.7 Training Programs Attended by BSC Officers at Other Institutions

During FY10 a total of 151 officers attended different training programs (both function specific and soft-skills)/ seminars/ workshop organized by Pakistan Institute of

S. #.	Course Title	Duration	No. of Participants
A. Pakistan Institute of Management			21
1	Advanced MS Excel	2-5 November, 2009	1
2	MS Advance Excel	25-28 January, 2010	3
3	Problem Solving and Decision Making	22-23 February, 2010	17
B. Institute of Bankers Pakistan			80
1	Audit Report Writing	21-22 October, 2009	3
2	Audit Report Writing	5-6 January, 2010	20
3	Audit Report Writing	14-15 June, 2010	17
4	Inter personal Skills for Auditor	7-8 January, 2010	20
5	Inter personal Skills for Auditor	16-17 June, 2010	16
6	Branchless Banking Regulation for Financial Institutions	15 February, 2010	1
7	Internal Control Guidelines and COSO Framework	18-19 March, 2010	1
8	Operational Risk Management	21 April, 2010	2
C. Institute of Chartered Accountants Pakistan			2
1	ICAP Conference 2009"Financial Meltdown – Crisis Governance	19-20 August, 2009	1
2	CFO Conference 2010	15 February, 2010	1
Total			103

Management (PIM), Institute of Bankers Pakistan (IBP), ICAP, etc. Since individual participation in these training programs is very expensive, therefore, T&DD also

S. #.	Course Title	Duration	Training Institution	No. of Participants
1	Strategic Practical Aspect of TQM	20 July, 2009	NED University	2
2	Foundation Course for OG-1	19-30 Oct., 2009	Under SBP at LRC *	2
3	IRA-2008	28 Oct., 2009	NILAT Karachi – LRC*	23
4	Managing Maintenance of Department	12-14 Jan., 2010	NED University	3
5	Problem Solving & Decision Making	18 March, 2010	OCTRA	1
6	Discipline at Workplace – Legal & HR Aspects	15 April, 2010	Ahmed Farid Associates	2
7	Islamic Banking & Islamic Insurance	7-9 May, 2010	Centre for Islamic Economics	2
8	Energy audit and Energy Conservation	11-15 June, 2010	NED University	1
9	Public Procurement Rules and Procedures	Various Dates	National Institute of Procurement, Islamabad	12
Total				48

negotiated the conduct of some programs exclusively for the officers of BSC on discounted rates with PIM and IBP³. The detail of training programs attended by BSC officers at other premier institutions is given in Table 8.4 & 8.5.

³ Negotiated exclusive conduct of Soft-skills program on "Problem Solving and Decision Making" with Pakistan Institute of Management while two iterations each of the training programs on "Audit Report Writing" and "Inter personal Skills for Auditors" to be conducted at IBP, Karachi and Lahore Office was negotiated with IBP.

8.8 Department Specific Trainings/ Workshops

In order to cater the department specific needs, T&DD during FY10 arranged various training programs and workshops for the capacity building of officers from different departments; for the purpose reputed resource persons from within SBP/ SBPBSC and out-side were engaged to conduct the training programs/ workshops Table 8.6. A total of 22 department specific programs were organized during FY10 which were attended by 582 officers from across BSC as per detailed mentioned in Table 8.6.

S. #.	Training Programs/ Workshops	Date	No. of Participants	Venue
A.	Internal Audit Department		73	
1	Audit Report Writing for IAD Officers (Karachi Hub)	5-6 Jan., 2010	20	IBP Karachi
2	Inter-personal Skills for Auditors (Karachi Hub)	7-8 Jan., 2010	20	IBP Karachi
3	Inter-personal Skills for Auditors (Lahore Hub)	14-15 June, 2010	16	Lahore Office (IBP)
4	Audit Report Writing for IAD Officers (Lahore Hub)	16-17 June, 2010	17	Lahore Office (IBP)
B.	Accounts Department		78	
5	Director Payment to Vender's Account	10-11 Mar. 2010	14	LRC
6	1-Day Workshop for Budget Coordinators	22 March, 2010	16	LRC, Karachi
7	Director Payment to Vender's Account	24-25 Mar. 2010	18	Rawalpindi
8	1-Day Workshop for Budget Coordinators	26 March, 2010	12	Rawalpindi Office
9	Director Payment to Vender's Account	12-13 April 2010	18	Rawalpindi
C.,	Development Finance Support Department		105	
10	SME Finance Grass Root Cluster Training Program	19-21 Aug., 2009	3	LRC (SBP:SMEFD)
11	On Site Verification of Export Refinance Workshop	5 January, 2010	23	LRC (DFSD)
12	On Site Verification of Export Refinance Workshop	7 January, 2010	25	NIBAF -ISB (BSC: DFSD)
13	SME Credit Scoring	20-21 Jan., 2010	2	NIBAF-ISB (SBP:SMEFD)
14	Workshop on Agri Lending/ Risk Management	26-27 Jan., 2010	3	LRC (SBP:ACD)
15	Workshop on Credit Documentation / Risk Management	8-9 April, 2010	6	MUL Office (SBP:ACD)
16	Training Program on "Mortgage Finance"	12-13 Apr., 2010	4	LHR Office (SBP:IHFD)
17	Workshop on Credit Documentation / Risk Management	3-4 May, 2010	7	NIBAF-ISB (SBP:ACD)
18	Capacity Building Training Program for Officers of DFSD and DFSUs	14-19 June, 2010	32	NIBAF Islamabad
D.	Personnel Management Department		283	
19	2-Day PMS Workshop for Facilitators/ Trainers	24-25 Mar., 2010	29	NIBAF Islamabad
20	PMS Workshops for Appraisers	Various Dates	254	In-house (NIBAF, LHR, MUL, PEW)
E.	Training and Development Department		23	
21	2-Day Workshop for Training Coordinators	26-27 April, 2010	23	NIBAF Islamabad
F.	Currency Management department		20	
22	Security Features of New Design Banknotes	16-17 June, 2010	20	PSPC Karachi
Total			582	

8.9 Performance Management System Workshops

During FY10, T&DD continued to provide support for the smooth and effective implementation of new Performance Management System (PMS) within BSC. In order to

address the issues/ concerns of appraisers (OG-3 and above officers) and to strengthen/ facilitate their role in the successful implementation of new PMS, sixteen iterations of PMS workshop were conducted to provide necessary guidance to supervisors/ appraisers. PMS facilitators & key representatives from PMS implementation team at PMD conducted these in-house training sessions at various locations in BSC Table 8.7.

Table 8.7 PMS Workshops for Appraisers During FY10

S. #.	BSC Office	No. of Participants	Training Venue	S. #.	BSC Office	No. of Participants	Training Venue
1	Head Office	51		10	D. I. Khan	4	
2	Karachi	28		11	Islamabad	12	
3	North Nazimabad	5	NIBAF Karachi	12	Muzaffarabad	6	NIBAF Islamabad
4	Hyderabad	9	(6 Iterations)	13	Rawalpindi	17	(3 Iterations)
5	Sukkur	5		14	Quetta	10	
6	Lahore	23		15	Sialkot	13	
7	Faisalabad	16	Lahore Office	16	Multan	17	Multan Office
8	Gujranwala	6	(3 Iterations)	17	Bahawalpur	7	(2 Iterations)
9	Peshawar	25	Peshawar Office (2 Iterations)	Total		254	

8.10 Foreign Training

Foreign trainings not only contribute in enhancing the skill sets of the participants but also offer a platform for debate, questions, answers, creativity and knowledge sharing. It provides unique and unparalleled learning opportunities on best international practices.

Table 8.8: Foreign Trainings Attended/ Initiated During FY10

S. #.	Workshop/ Seminar/ Course	Date	Venue
1	4-day Intensive Residential Program on "New Developments in Banknote and Currency Management",	(11-15 April 2010)	Windsor, United Kingdom.
2	"2010 Currency Conference"	(9-12 May, 2010)	Buenos Aires, Argentina.
3	Workshop on "Internal Audit in Central Banks"	(5-7 May, 2010)	Center of Excellence in Finance, Ljubljana, Slovenia.
4	IPEX 2010-Trade Exhibition	(18-25 May, 2010)	Birmingham, United Kingdom.
5	Visit to HSBC Bank USA, N. A.	(24-26 June, 2010)	HSBC, Hong Kong Branch, Hong Kong.
6	"The Third ECB Central Bank Seminar on Banknotes"	(30 June – 2 July, 2010)	Frankfurt am Main, Germany.

Due to keen interest shown by the audit sub-committee of the BSC Board, this training avenue has been opened to the BSC officers for the first time during FY10. Six officers have attended the foreign training programs/ conferences/ workshops/ seminars during FY10, while foreign training process of four officers has already been initiated. The detail of foreign trainings attended by BSC officer during FY10 is provided in Table 8.8.

8.11 Internship Program

As a part of corporate social responsibilities and to cater the ever increasing demand for internship programs from universities, our Board on March 24, 2009 approved the concept of offering 6-week structured summer/ winter internship program to be conducted annually at BSC field offices. During the first year of paid internship program, T&DD approved a policy to provide the internship at specific offices of BSC depending upon the availability of resource persons/ relevant expertise at each field office. A total of 115 students from the renowned HEC accredited universities attended the 6-Week Summer/ Winter Internship program during FY10 at fourteen field offices.

Table-8.9 T&DD also provided its cooperation both in terms of guidance as well as provision of necessary stationery and bags with BSC logo to interns.

8.12 Dedicated English Writing Skills Program

Despite T&DD's continued efforts to bring about improvement in the writing skills of BSC employees by introducing various class room initiatives, there still lies a wide margin for reaching the required threshold level. T&DD during FY10 introduced non-conventional approach to achieve tangible results by initiating a new Dedicated English Writing Skills (DEWS) Program under which ex-senior officers of BSC having proven track and skill set of efficient writing skills were hired to conduct teaching-cum-coaching

S. #.	BSC Office	Period	No. of Interns
1	Bahawalpur	July 1 — July 28, 2009	4
2	D. I. Khan	July 9 — August 18, 2009	11
3	D. I. Khan	Jan. 11 — Feb. 22, 2010	6
4	Faisalabad	July 21 — August 31, 2009	6
5	Gujranwala	July 2 — August 13, 2009	6
6	Hyderabad	July 6 — August 4, 2009	10
7	Islamabad	July 20 — August 28, 2009	8
8	Lahore	July 23 — Sept. 3, 2009	8
9	Multan	July 1 — August 15, 2009	8
10	Muzaffarabad	July 20 — August 31, 2009	6
11	Peshawar	July 13 — August 22, 2009	10
12	Rawalpindi	July 20 — August 29, 2009	10
13	Sialkot	July 7 — August 17, 2009	4
14	Sukkur	June 17 — July 29, 2009	8
15	Quetta	Feb. 8 — March 20, 2010	10
Total			115

sessions for a select group of officers who are involved in preparing zero drafts for processing various proposals at different departments of BSC HOK/ offices. Participants received individual attention of the trainer/coach on regular basis for improving their writing skills as well as logical reasoning for making proposal for different decision making options in respect of actual cases assigned to these participants. With the support of NIBAF, two iterations (24 sessions of 45 minutes for each participant) of DEWS program have already been conducted at HOK and Rawalpindi Office for a select group of five officers each nominated by their respective Directors/ Chief Manager.

8.13 Extension in Hostel Facility

To facilitate the participants and to provide well maintained residential facility, two additional rooms have been added to the hostel established last year at North Nazimabad office. The facility can now accommodate six participants from the Southern region field offices (Hyderabad, Sukkur and Quetta).

8.14 Future Road Map

T&DD is presently striving to promote a learning culture & values and intends to move forward with the broad Organizational changes linked with the forth coming change management initiatives. Being an integral part of organizational developmental goals, training plans in future will be more focused and institutionalized through new means & ways of e-learning & distance learning programs. For the purpose the T&DD in consultation with all stakeholders, plans to formulate a comprehensive training policy which will be geared towards the institutional training needs (both in operational and behavioural competencies) as well as to emerging future challenges in the enhanced functional areas viz. Microfinance, Rural Finance, Corporate Governance, Technological Advancement in Currency Management, Talent Management, Enterprise Resource Planning (ERP) etc. Besides aiming to institutionalize training activities, the policy would

focus on providing cost-effective, yet highly customized training programs and Develop /encourage a 'learning environment' in BSC using both human and technical resources. The new policy framework would also ensure continuous monitoring and evaluation for maximizing Return on Training Investment (ROTI) through pre training and post training evaluation strategies. During FY11, T&DD also plans to conduct an in-house Training Need Assessment (TNA) survey to gauge the competency gaps in the entire BSC (including field offices) and progress made, if at all, since the initiation of extensive

Box - 8.2						
Training Programs Held in NIBAF (Islamabad and Karachi Campuses)						
S. #.	Name of the Training Module	Duration	FY10		FY09	
			No. of Iterations	No. of Participants	No. of Iterations	No. of Participants
A. Pre-Induction training Programs				24		-
	Training Program for Cash Officers	4-week	1	24	-	-
B. Function Specific Programs				456		485
1	Adapting International Accounting Standards	3-Days	3	62	3	54
2	Understanding Statement of Affairs — SBP Balance Sheet	2-Days	6	102	1	16
3	Foreign Exchange & Financing of Foreign Trade	3-Days	3	57	4	83
4	Information System Audit	2-Days	3	59	4	91
5	Internal Auditing — Process and Procedure	2-Days	3	58	3	60
6	Currency Management & Operations (Foundation)*	3-Days	3	55	5	94
7	Currency Management & Operations (Intermediate)	4-Days	1	24	2	35
8	International Trade and Regulatory Regime in Pakistan	2-Days	2	39	1	21
9	Foreign Exchange and Financing of Foreign Trade (Intermediate)	1-Day	-	-	1	16
10	Documentation of International Trade and Finance	2-Days	-	-	1	15
C. Soft-Skills Programs				671		540
11	Coaching & Counseling	2-Days	-	-	5	86
12	Customer Services	2-Days	7	131	11	217
13	Customer Services for Supervisors	2-Days	3	66	4	88
14	Values and Shared Behaviors	2-Days	7	127	8	149
15	Time and Stress Management	2-Days	8	157	0	0
16	Motivation for Performance Excellence	2-Days	9	170	0	0
17	Problem Solving and Decision Making	2-Days	1	20	0	0
D. Management Development Programs				21		77
18	Middle-Level Management Training Program for OG-4	17-Days	-	-	2	50
19	Skill Development Program for Newly Promoted OG-3	12-Days	-	-	1	27
20	Leadership Development Program for CMs	5-Days	1	21	-	-
E. Writing Skill Programs				10		61
21	Simple writing Skill Level-2	5-Days	-	-	3	61
22	Dedicated English Writing Skills (DEWS)	15-Days	2	10	-	-
F. Satellite Training Programs (conducted at selected Field Offices)				428		447
23	Customer Services	2-Days	10	191	22	447
24	Time and Stress Management	2-Days	8	158	-	-
25	Motivation for Performance Excellence	2-Days	4	79	-	-
Total			22	1,610		1,610
G. Logistic Support for Other Training Programs/Workshops						
22	Hands-on Training of "Cash Officers"	2-week	-	24	-	-
23	PMS Workshop for Facilitators/ Trainers	2-Days	-	29	-	-
24	PMS Workshops for Appraisers	1-Day	-	160	-	-
25	Problem Solving and Decision Making	2-Days	-	17	-	-
26	Workshop for Budget Coordinators	1-Day	-	12	-	-
27	Workshop for Training Coordinators	2-Days	-	23	-	-
28	On Site Verification of Export Refinance Workshop	1-Day	-	25	-	-
29	Training Program/ Workshop for DFSD	6-Days	-	32	-	-
Total				322	-	-
Grand Total				1,932		1,610

* 2-Day when held at NIBAF, Islamabad

training activities in FY08.

While continuing to focus on bringing improvement in attitude/ behavior through soft-skill training modules to solidify change management process in SBP BSC, T&DD plans to introduce new training interventions to create critical mass (40-60 Officers) in presentation skills, conduct of disciplinary inquiry & inquiry report writing and strengthening controls & compliance.

Based on the feedback about the post training performance, T&DD intends to introduce the same on a wider scale throughout BSC subject to the availability of competent resource persons at other major field offices.

While expanding the coverage of the training programs to provide equal and quality training opportunities to all, web based programs will be explored and arrangements will be made with NIBAF & ISTD to improve upon the modalities of satellite training and continuous offering of soft-skills training programs through electronic means with a view to reduce the training cost. The T&DD also intends to utilize video conference facilities available/ to be available at major field offices to deliver training programs from next year.

The department is also considering enhancing the coverage of specialized training and pursuing departmental training needs by conducting in-house training programs in consultation with HODs & Chief Managers.