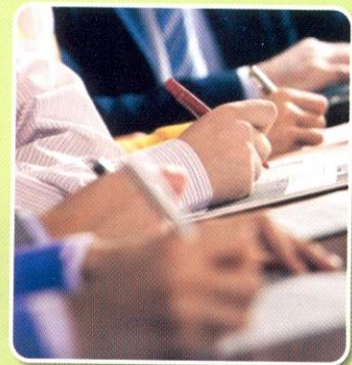
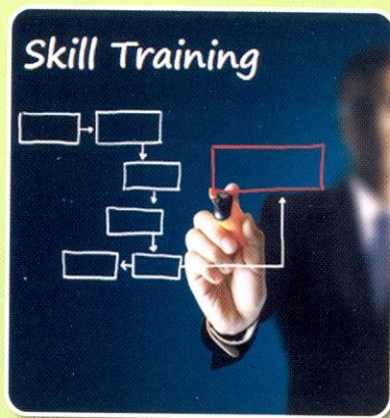


Training and Development



10 Training and Development

Training and Development Department (TDD) has been striving constantly towards the focused capacity building by identifying and addressing the skill gaps between 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

Training and Development Department continued its focus on capacity building of SBP BSC employees in order to align their capabilities with organizational needs by conducting various training programs during FY15. The key focus remained on arranging quality training programs in the light of management priorities for skills enhancement and professional development of employees. Major source of training needs identification has been based on each department's performance planning and functional needs, prepared in close coordination with the concerned HoDs and CMs.

A brief summary of broad training tracks is placed at **Box 10.1**.

Box 10.1: Participation levels in Training tracks

Training Track	No. of Participants
Recruitment Driven Training/Orientation	298
In-house/NIBAF Function Specific Training	620
Mandatory Training Programs (promotion-linked)	147
External Institutions Training Programs	237
Foreign Trainings	36
Total	1,338

10.2 Induction-Based Training/Orientation Programs

TDD, being an instrumental partner with HRMD for on-boarding the newly-hired batches of Deputy Directors Training Program (DDTP), Young Professionals Induction Program (YPIP) and Junior Officers Training Program (JOTP), has been entrusted with designing and imparting comprehensive training plans, in coordination with NIBAF. Details of these programs are mentioned in **Table 10.1**.

Table 10.1: Induction-Based Training / Orientation Programs

Program	Duration	No. of Participants	Venue
YPIP – 3 rd batch	12 Weeks (June 23, 2014 – Sep 19, 2014)	60	NIBAF Islamabad
OTP – 2 nd batch	4 Weeks (Aug 4, 2014 – Sep 7, 2014)	60	NIBAF Islamabad
Deputy Directors Training Program (OG-3)	6 Weeks (Jan 5, 2015 – Feb 13, 2015)	12	NIBAF Islamabad
YPIP – 4 th batch	12 Weeks (Mar 16, 2015 – June 5, 2015)	83	NIBAF Islamabad
OTP – 3 rd batch	4 Weeks (June 1, 2015 – June 26, 2015)	83	NIBAF Islamabad
Total		298	

Moreover, a 6-week hands-on training for YPIP-3 was also conducted at HOK and Karachi Office to provide newly-hired officers with practical implementation of theoretical training. Similarly, a 6-

week hands-on training/orientation for YPIP-4 was also conducted at HOK, Karachi Office and North Nazimabad Office.

10.3 In-house/National Institute of Banking and Finance Training Programs

Based on the analysis of PMS-based Training Need Assessment (TNA) and feedback from HoDs, priority training programs were conducted at NIBAF Karachi and Islamabad so as to cater to the function-specific, professional and career development training needs at individual and organizational levels.

10.4 Function-Specific Training Programs

TDD arranged 29 function-specific programs for 620 employees of SBP BSC during FY15. These programs/modules were designed, in consultation with the concerned stakeholders, duly considering the emerging needs and individual/group training needs highlighted through PMS planning process.

For the capacity building of security staff of SBP BSC, Basic First Aid training workshops were conducted, in coordination with Pakistan Red Crescent Society, at Rawalpindi, Lahore and Karachi Offices for 15, 25 and 24 participants respectively.

10.4.1 Career Development/Mandatory Training Programs

Mandatory training program for OG-1 and OG-2, in line with the promotion policy 2009, was conducted at NIBAF, Islamabad for 48 employees eligible for promotion as per list provided by HRMD. Similarly, in close coordination with HRMD, four iterations of customized training program were designed for recently re-designated Assistants/Senior Assistants. Moreover, to ensure robust security, firing practice exercises are conducted twice a year for the Bank's security personnel. All offices, with the exception of Lahore and Hyderabad Office, have confirmed that 100 percent of their guards have gone through firing practice during FY15. Lahore Office has been promised firing range availability in October, whereas, 30 percent of Hyderabad Office's security personnel will undergo firing practice soon.

In addition, first iteration of a 5-day Skills Development Program for 22 newly-promoted OG-3 officers was conducted at NIBAF, Islamabad with special focus on supervisory and team management skills. This workshop also included an outdoor activity for the participants where they had to perform certain team building and supervisory tasks while being monitored by an independent assessor. Two more iterations of this program are planned in August and September, 2015. A summary of these programs is provided in **Table 10.2**.

Table 10.2: Mandatory Training Programs

S.No.	Training Module	Participants	Duration	Venue
1	Mandatory Training Program for OG-1 and 2	48	03 Days	Islamabad
2	Professional Skills Development Program for Clerical Staff (4 Iterations)	77	03 Days	Islamabad and Karachi
3	Skills Development Program for Newly-Promoted OG-3 Officers	22	05 Days	Islamabad
Total		147		

10.5 Training Programs at External Institutes

After a thorough analysis of PMS-based training needs, few specific training needs have been identified for which in-house arrangements were not feasible. In order to cater to such specific individual training needs, TDD identified quality local institutions including Institute of Bankers

(IBP), Pakistan Institute of Management (PIM) and Pakistan Society for Training and Development (PSTD) and sent SBP BSC employees to these institutions for developing their soft skills and exposure to market practices and networking. During FY15, 237 employees were sent to 63 training programs. Twelve employees were also sent to Lahore University of Management Sciences (LUMS) for attending their three workshops.

10.6 Foreign Trainings/Exposure Visits

In line with management philosophy, TDD facilitated the approval of suitable nominations from SBP BSC in world class international training institutions/central banks. Taking into consideration the procurement of high-end machines in currency management, timely support/coordination was extended in arranging study visits and seminars offered by central banks in the region. New learning opportunities at Central Banks were explored to provide international exposure to SBP BSC employees. Thirty six employees of SBP BSC were sent to 21 workshops/seminars at various Central Banks including Bundesbank Germany, Czech National Bank, De Nederlandsche Bank Amsterdam, Central Bank of Republic of Turkey and Bank Negara Malaysia etc. during FY15

Box 10.2: Highlights – Implementation of Training & Development Policy

- Issuance of revamped Role Profile for Training Coordinators
- Initiation of process regarding delegation of Training Budget to Field Offices.
- Development of E-Learning Portal to be launched in 3Q CY15.
- Commencement of hiring process of consultancy for Management Development Centre.

Future Outlook

- Development of SOPs for Master Trainers and Train the Trainer program for selected master trainers
- NIBAF flagship program for Management Development of OG-4 & above officers

10.7 Internship Programs

TDD is fully committed to fulfilling Corporate Social Responsibility of SBP BSC. In pursuance of this goal, internship programs were organized to provide students with an opportunity to get practical understanding of the working of SBP BSC and test their knowledge and skills in a challenging environment. Under this program, Winter Internship Program was launched at SBP BSC, Quetta exclusively to provide more opportunities to the students of Balochistan. Twenty students attended this program. Summer Internship Program has also been launched for 295 students across all the 16 Field Offices.

10.8 Policy Initiatives

A new Training and Development Policy was issued during FY15 so as to streamline framework of training and development activities across SBP BSC. Accordingly, TDD has taken the following steps to ensure smooth and timely implementation of this Policy:

- Revamped Role Profile of Training Coordinators after deliberations in Training Steering Committee.
- In order to expand training opportunities available to the employees of Field Offices, specific training budget will be allocated. TDD has carried out necessary analysis in this regard and final proposal has been sent to Accounts Department for required changes in the Expenditure Regulations.
- The process of E-Learning has been initiated so as to provide boundary-less learning opportunities to all employees of SBP BSC. This self-learning computer-based training concept will allow the employees to access online learning portal of SBP BSC and satisfy their learning needs in any area pertaining to the functions of SBP BSC.

- Engagement of external consultants to conduct Management Development Exercise in order to identify potential middle management employees to be groomed for senior positions through suitable development activities.