

Training and Development



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

10.1 Overview

Training and Development Department has identified and organized various training programs for capacity building of SBP BSC employees to bring their capabilities at par with organizational needs during FY16. Technical and soft skills of employees were enhanced through the best available domestic as well as international training programs. Training & Development Policy, duly approved by the Board of SBP BSC, was implemented in a phased manner. In order to strengthen the talent development of employees and to

Training Track	No. of Participants
Recruitment Driven Training/Orientation	165
NIBAF Function/Soft Skills Training	909
Management & Leadership Development	85
Mandatory Training Programs (promotion-linked)	130
External Institutions Training Programs	313
Foreign Trainings	24
Total	1,626

promote participatory approach for effective implementation of Training Policy, a Training Steering Committee was constituted under the Chairmanship of Managing Director, SBP BSC. The working of the Training Steering Committee is supported by its three Sub-committees, i.e. a) E-Learning Track, b) Function-specific Track and c) Executive Development Track.

Major policy-related accomplishments of the department include the formation of Training Steering Committee and a framework of training budget allocation to Field Offices, launching of E-learning portal and conducting the on-line exams under LAMS (Learning Activities Management System), besides providing secretarial support to the Training Steering Committee and its all Sub-committees.

10.2 Induction-Based Training

For developing the desired set of skills in new inductees through Young Professionals Induction Program (YPIP-5th Batch) and Officers Training Program (OTP-4th Batch), TDD, in coordination with HRMD & NIBAF, has been entrusted with a leading role in designing comprehensive training plans. During FY16, feedback from first four batches of officers inducted under YPIP was sought through an online Feedback Form which has helped the management to improve training curriculum for new batches. This has also helped TDD to enhance modular design of training curriculum. Overall training plans were enhanced by adding new training modules related to soft skills, practical attachments with Field Offices, rationalized function-specific modules and experiential learning at NIBAF, Islamabad such as dummy-bank exercise. During FY16, a total of 165 officers were

* Effective 27th July 2016, the Training and Development Department has been merged with HRMD.

trained at pre-induction level by NIBAF under YPIP 5th Batch (86 inductees) and OTP 4th Batch (79 inductees).

Program	Duration	No. of Participants	Venue
YPIP – 5 th batch	12 Weeks (May 26 – August 17, 2016)	86	NIBAF Islamabad
OTP – 4 th batch	31 Days (January 18 – February 17, 2016)	79	NIBAF Islamabad
Total		165	

10.3 In-house/NIBAF-based Training Programs

Based on the analysis of PMS-based Training Need Assessment (TNA), on-line TNA from employees and validated feedback from HoDs/CMs, multiple 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. In order to understand the requirements of key stakeholders, TDD coordinated various sessions of NIBAF team and functional Departmental Heads for better understanding of training needs from the perspective of each department. A total of 59 function-specific programs at NIBAF (Karachi & Islamabad Campus) for 909 employees of SBP BSC were conducted during FY16. NIBAF played a key role in trainers' selection, design and conduct of training programs. While designing technical skills programs, focus group discussion with trainers and trainees, were coordinated through TDD on need basis. Moreover, committed Training Mandays (TMDs) with NIBAF were completed in a timely manner.

10.4 Management and Leadership Development Program

On recommendations of Executive Development Sub-Committee, a 2-week flagship program namely, Management and Leadership Development Program (MLDP) was launched for middle-management (OG-4 & OG-5 officers) of SBP BSC at NIBAF, Islamabad. Considering the desired impact and target audience needs, senior management committee reviewed the design of program covering modules on linkages of SBP and SBP BSC, leadership skills, problem solving & decision making, emotional intelligence, strategic planning and leadership outbound activity. As a pre-requisite, DISC (Dominance, Influence, Steadiness, and Conscientiousness) profiling of all trainees was conducted through an external consulting firm. Eighty five officers (OG-4 and OG-5) participated in 4 iterations at NIBAF, Islamabad. Each module included various assessments by trainers through case studies, quizzes and group presentations.

10.5 Career Development Training Programs

Second and third iteration of 5-day Skills Development Program for 48 newly-promoted OG-3 officers were 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. Similarly, in close coordination with HRMD, four customized training programs were designed for clerical and unionized staff of SBP BSC. A summary of these programs is provided in **Table 10.3**.

S. No.	Training Module	Participants	Duration	Venue
1	Professional Skills Development Program for Clerical Staff	20	03 Days	Islamabad
2	Skill Development Training for Assistants/Senior Assistants	21	01 Day	Karachi
3	Office Administration (Unionized Staff)	21	02 Days	Karachi
4	Communicational Skills (Unionized)	20	02 Days	Karachi
5	Skills Development Program for Newly-Promoted OG-3 Officers	48	05 Days	Islamabad
Total		130		

10.6 Training Programs at External Institutes

In addition to utilizing training facilities at NIBAF, SBP BSC management recognizes the need for nominating suitable officers to quality external training institutions (domestic as well as international). A brief summary of both tracks is given below.

10.6.1 Domestic External Training Institutions

TDD identified quality local institutions including the Institute of Bankers Pakistan (IBP), Institute of Business Administration (IBA), Karachi and Pakistan Society for Training and Development (PSTD) and facilitated registration of suitable nominations from departments and Field Office, Karachi. These programs provided an excellent opportunity to develop soft skills and exposure to market practices and networking. During the year, 313 employees were sent to 91 training programs at external institutes. 32 employees including senior officials participated from across SBP BSC in professional development programs offered by Lahore University of Management Sciences (LUMS). Further, local Field Offices were also allocated training budget to explore and nominate relevant employees at local training institutions in regional proximity.

10.6.2 Foreign Trainings/Exposure Visits

TDD facilitated the approval of suitable nominations from SBP BSC, through HR Coordination Committee, in various seminars/conferences offered by central banks. Taking into consideration the installation 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. A summary of these programs/visits is given in **Table 10.4**.

S. No.	Programs	Participants	Duration (In days)	Venue
1	Exchange of Information on Gold Vault Security System	2	3	Singapore
2	Exposure Visit of Currency Management Team	3	3	Federal Reserve Bank, New York, USA
3	Boulder Microfinance Training	1	19	Italy
4	Maintaining Financial Stability with Widening Financial Inclusion	1	2	Turkey
5	Training on High Securities Printing Conference	1	3	Indonesia
6	Human Resource Management of Central Banks	1	3	Turkey
7	Exposure visit to see prerequisites for installation of BPAS and Allied Equipment	3	19	Dubai, UAE
8	Operational Risk Management & Internal Audit	1	4	USA

9	Technical Staff Training at Temenos Training Centre Dubai	1	24	Dubai, UAE
10	Symposium on Bridging the Talent Gap & Masterclass	1	3	Malaysia
11	Seminar on Financial Inclusion at De Nederlandshe Bank	2	3	Netherlands
12	Internal Audit & Risk Management in Central Bank	1	8	France
13	Smallholders Diaries Research	1	1	Washington, USA
14	Cash Circulation Management	1	3	Czech Republic
15	Internal Audit Practices at Central Banks	1	3	Turkey
16	Bank Note Conference	1	4	Washington, USA
17	Human Resource Management at the CNB	2	4	Czech Republic
Total		24		

10.7 Internship Programs

TDD is fully committed to fulfilling Corporate Social Responsibility (CSR) 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. For enhancing effectiveness of this program, on-line feedback from 153 interns of Summer Internship 2013 to 2015 was also sought.

Under this program, Special Summer Internship 2015 and Winter Internship 2016 were launched at SBP BSC Quetta Office, exclusively to provide more opportunities to the students of Balochistan. Summer Internship Program 2016 has also been launched for around 350 students (paid and unpaid) across 15 Field Offices. Summary of key internship programs during FY16 is given in **Table 10.5**.

S. No.	Internship Program	Duration	No. of Internees
1	Special Summer Internship at Quetta Office	6 Weeks (Aug 10 to Sep 21, 2015)	17
2	Winter Internship Program at Quetta Office	6 Weeks (Jan 04 to Feb 12, 2016)	20
3	Summer Internship 2016 at Field Offices/HOK	6 weeks	350
Total			387

10.8 Policy & Development Initiatives

With a view to ensuring timely implementation of Training & Development Policy in an effective manner, following frameworks were initiated:

10.8.1 On-line Training Need Assessment

On-line TNA form was introduced to consolidate the training needs of officers across SBP BSC through Training Coordinators at Field Offices and HOK Departments. Finally, these training needs were validated and prioritized by HoDs/CMs to develop quarterly training plans through NIBAF.

10.8.2 Learning Activities Management System

In order to institutionalize newly-developed E-Learning portal Learning Activities Management System (LAMS), TDD played a lead role in the administration and operational management of portal in an effective manner.

During the year, three on-line examinations were conducted across 16 Field Offices and Head Office, Karachi. Around 403 officers of Grade 1 & 2 participated in these exams with the success ratio of 65%. A summary of these exams is provided in Table 10.6 below.

S. No.	Exam Date	Courses Offered	Total Attempts	Successful Attempts
1	Nov 16-19, 2015	4	57	42
2	Feb 15-22, 2016	6	189	131
3	May 16-23, 2016	6	157	90
Total			403	263

10.8.3 Learning Enhancement through Attachment Program

Exploring new/innovative tools and methodologies for capacity building and skill enhancement of human capital is one of the key objectives of TDD. In line with this objective, TDD proposed a mechanism to attach SBP BSC officers within and outside the organization. In this regard, a comprehensive framework, SOPs and MoU were devised with the coordination of departments at HOK. During FY16, 10 officers of FEOD participated in two attachment programs at Trade Centre of Standard Chartered Bank Pakistan, Karachi. The programs provided opportunity for experiential learning on trade operations from the perspective of a commercial bank. Post-attachment report submitted by the officers elucidated fruitful learning experience and skill enhancement. A summary of these attachments is provided in Table 10.7.

S. No.	Attachment Date	Days	No. of Officers
1	March 15-21, 2016	05	05
2	May 09-11, 2016	03	05
Total			10

10.8.4 Hiring of Consultants to design and run Management Development Centre

As provided in Training & Development Policy, management development needs are to be identified through assessment centres on need basis. Accordingly, Training Steering Committee approved the Terms of Reference (TORs)/Scope for engagement of services of external consultants to conduct Management Development Centre (MDC) for selected OG-4 & above officers of SBP BSC.

After passing through the approved due diligence procurement process and in compliance with PPRA rules, M/s Sidat Hyder Morshed Associates (Pvt.) Ltd. (SHMA) have been engaged for running the MDC at SBP BSC. The consultants will be required to design and run Management Development Centre for all the eligible officers deployed across SBP BSC at selected venues within regional proximity (Karachi, Lahore and Islamabad).

Box 10.1: Highlights – Policy & Development Initiatives

- Bank-wise On-line Training Need Assessment
- Institutionalization of E-Learning portal and exams
- Development and broadcast of Learning Enhancement through Attachment Program (LEAP) jointly with HRMD
- Hiring of Consultant for Management Development Centre.

The key deliverables of this consultancy will include leadership assessment for all targeted employees, individual development plans, readiness grids and management development framework to groom the potential officers for the leadership roles.

10.8.5 Selection of Master Trainers

For the effective delivery of function-specific trainings, TDD has established a pool of talented/knowledgeable officers across different functional areas of the Bank. Officers for this pool were identified through an extensive selection process paneled by senior officials in compliance with the SOPs for selection of Master Trainers. Thirty two Master Trainers have been identified including potential Master Trainers in Banking, Currency, Development Finance, Foreign Exchange, Enterprise Resource Planning etc.

10.9 Future Outlook

Consequent upon restructuring of SBP BSC, TDD has been merged into HRMD with effect from July 27, 2016. This will further synergize training focus and more closely align the HR structure with strategic objectives of SBP BSC. Going forward, training function will sustain operating performance as well as carry out initiatives to align policy with emerging business priorities. During FY17, broad focus areas will be:

- Design & conduct of Management Development Program for OG-3 officers in coordination with NIBAF.
- Structured training & development interventions at senior management level based on recommendations of consultants under Management Development Centre carried out for OG-4 & above officers.
- Streamline training & development functional structure at regional level in alignment with restructured business model.
- Development & launch of intermediate level courses under LAMS portal.
- Skill Development Programs for Cash Side officials at Field Offices.
- Identify and compile inventory of job-wise Core Knowledge & Skill Requirements (CKSR) in functional areas.