

## 6 Human Resource Management

*Through our Human Resource Management function, we strive to provide an enabling environment to the employees as also work towards their organizational development and act as a catalyst for change management at SBP BSC. At strategic front, it facilitates the organization in pursuit of its vision and accomplishment of its organizational mission. It also acts to capacitate and motivate the human resource in making effective contributions towards the organizational objectives by creating an affable and conducive work environment.*

### 6.1 Overview

In the area of Human Resource Management, we took various initiatives for its amelioration while remaining focused on desired HR interventions in line with strategic priorities at organizational level. Energies were directed to strengthen the partnership with field operations and line departments across the organization. The emphasis remained on talent resourcing, career development, capacity building of industrial relations area, review of major HR policies, training & development of workforce and automation of HR processes.

### 6.2 HR Profile

Workforce rationalization and achieving desired HR level is an ongoing process especially in the wake of automation and business process re-engineering initiatives being undertaken by the Bank. Resultantly, SBP BSC has witnessed 57% reduction in the workforce since inception. Nonetheless, the gaps arising out of early retirements have been managed through fresh inductions that were planned in a rational manner. The grade-wise comparison of headcount for FY18 and FY19 is given in **Table 6.1**.

Grade	No. of Employees					
	At inception		FY 18		FY 19	
	Total strength	%	Total Strength	%	Total Strength	%
OG-7	-	-	2	0.08%	3	0.12%
OG-6	-	-	8	0.3%	8	0.3%
OG-5	36	0.7%	44	1.7%	44	1.7%
OG-4	71	1.3%	76	2.9%	81	3.2%
OG-3	296	5%	278	10.5%	276	10.8%
OG-2	958	16%	834	31.4%	842	33.1%
OG-1	2,091	35%	954	35.9%	890	35.0%
Below OG-1	2,512	42%	459	17.3%	401	15.8%
<b>Total</b>	<b>5,964</b>	<b>100%</b>	<b>2,655</b>	<b>100%</b>	<b>2,545</b>	<b>100%</b>

### 6.3 Developmental Initiatives

During the year under review, the Human Resource function undertook several developmental initiatives as part of its continuous improvement plan and desired needs at organizational level as under:

### 6.3.1 Implementation of BACES at HOK

Biometric Attendance and Access Control System (BACES) was formally launched during the year to ensure that only the authorized persons have access to the Bank's buildings and premises, and replace manual attendance system with biometric and e-attendance system. It has been integrated with Leave Workflow System and has eliminated the manual attendance registers for all intent and purposes. In this context, 24 machines have been installed at HOK (20 at BSC House and 4 at Boulton Market Building).

### 6.3.2 Revision in Promotion and Recruitment Policy

The promotion and recruitment policy was reviewed afresh to further strengthen the framework for recruiting talent and enhancing career development. The policies were amended in line with the objectives of the organization, and implemented accordingly.

### 6.3.3 Restructuring of SBP BSC (inclusion of Engg. Dept. under HR&SS Group)

To streamline the operations and improve facilitation to various departments of the bank, Engineering Department was placed under the HR&SS group. The aim of the restructuring was to create synergy among facilitation departments regarding procurement functions, ensuring best common practices, better supervision and efficient decision-making.

### 6.3.4 Salary transfer through RTGS

A BPR project for real time transfer of salary through RTGS was undertaken in close coordination with key stakeholders. The initiative has eliminated the process of manual disbursement of salary advices to commercial banks by payroll units, resulting in a much simplified and efficacious process for disbursement of salaries as well as saving of substantial man-hours.

### 6.3.5 Brief on Instructions issued on major HR Matters

A comprehensive brief on various instructions issued on HR matters is given in **Box 6.1**.

#### Box 6.1: Instructions issued regarding HR Matters

##### (1) Constitution of technology Forum

The bank in line with its objective of adopting modern HR initiatives constituted a Technology Forum to provide a platform to all tech-savvy employees to explore out of the box and technology based solutions.

##### (2) Tree Plantation Campaign

As part of Corporate Social Responsibility and contribution towards making Pakistan green, Tree Plantation Campaign has been initiated with the target of 50,000 trees to be planted by all field offices of SBP BSC.

##### (3) Splitting of Rest & Recreation Leaves

Officers have been given option to split their Rest & Recreation leave in 2 tranches.

##### (4) Implementation of Absorption Policy

In compliance with the Board's decision, final round of absorption of SBP officers at SBP BSC was successfully completed. After detailed deliberations by the committee, list of officer who shall be retained at SBP BSC or repatriated to SBP was shared with SBP for necessary action at their end.

##### (5) Revision in grants/allowances of officers

Keeping in view of inflation over the last few years, various allowances/grants viz. Personal Staff Allowance, Marriage/Funeral Grant etc. have been revised.

##### (6) Increase in pension of retired officers

As per decision of the Board, 5% Pension raise was given to SBP BSC pensioners and minimum pension was re-fixed at Rs. 14,000/- per month.

### 6.4 Talent Resourcing

To optimally replenish and strengthen the diminishing HR base, necessitated by employees opting for early retirement(s) under incentive schemes, resignations etc., young talent along with experienced resources/specialists were engaged at various levels, both in regular and contractual cadres.

Description on major recruitment initiatives is given in **Box 6.2**.

**Box 6.2: Brief on Recruitment Initiatives during FY19****(1) Young Professionals Induction Program (YPIP) - 8<sup>th</sup> Batch**

The recruitment for hiring of a batch of 72 officers in OG-2 cadre Officers under YPIP scheme (8<sup>th</sup> batch).

**(2) Officers Training Program (OTP) - 9<sup>th</sup> Batch**

A batch comprising 53 officers in OG-1 cadre was hired under OTP scheme (9<sup>th</sup> batch). Further, recruitment process for hiring of another batch of 82 officers under OTP-10<sup>th</sup> batch has also been done.

**(3) Hiring of Security Personnel**

To beef up the security function at the Bank, 104 contractual Security Guards were inducted. Further, recruitment of Chief Security Officer (OG-6) has also been completed.

**(4) Hiring of Professional Engineers**

In order to strengthen the Engineering function, 04 Executive Engineers (OG-3) and 05 Assistant Executive Engineers (OG-2) were inducted.

**(5) Hiring of Sports Personnel**

As part of Corporate Social Responsibility and to encourage young & emerging talent in the field of sports, SBP BSC maintains men and women cricket teams for which 10 cricket players (i.e. eight male & two female) have been inducted.

**(6) Hiring of Support Staff**

For the purpose of adequately manning the support service functions at the Bank, 06 resources were engaged on contract basis viz. two Medical Assistants, one Female Nurse, one Pesh Imam, and two T-24 Developers. Moreover, a recruitment drive for hiring of eleven Doctors under contractual terms is under process.

**6.5 Career Development**

SBP BSC management strives to structure the career progression of its employees, provide them with growth opportunities and identify talented individuals under credible succession arrangements. In this regard, a total of 130 promotions were awarded in FY19 in line with the policies in vogue. Detail is presented at **Table 6.2.**

Cadre	No. of Employees Promoted
Officers	117
From Clerical/Non-Clerical Staff to Officer Cadre	13
<b>Total</b>	<b>130</b>

**6.6 Performance Management System**

Accurate performance tracking and appraisal of employees is critical in achieving organizational objectives. Therefore, the management is concentrating on improving the effectiveness of PMS. In this regard, the bell curve distribution and exemption guidelines were revised to better suit the business needs (Bell-Curve distribution observed for FY2018-19 is given in **Table 6.3.**) Further, the Appeals Module in PMS application has also been automated that has resulted in operational efficiency and reduced paperwork.

A	B+	B	C	D
10 percent (On earning basis)	20 percent	55 percent	10 percent	5 percent (On earning basis)

**6.7 Industrial Relations**

SBP BSC is continuously striving to maintain industrial peace through concerned stakeholders. During the period under review, a Referendum to determine CBA was held at 15 locations across the country (except for the office at Muzaffarabad), under the supervision of National Industrial Relations Commission (NIRC). For the purpose the management played its due role as mandated under legal framework for smooth conduct of the referendum.

## 6.8 Training and Development

Considering that training and development initiatives are critical for increasing productivity of employees, the focus is on capacity building of employees across the organization. During FY19, diverse capacity building opportunities were provided through participation of promising employees in training programs at NIBAF, domestic institutions of repute (IBA, LUMS, IBP etc.) and foreign training

institutes. Moreover, Training Budget to all Field Offices has been allocated for conducting in-house training sessions and nominations of officers in local training institutions. Brief summary of various training tracks and number of participants is given in **Table 6.4**. Major initiatives are provided in **Box 6.3**.

Training Tracks	No. of Participants
NIBAF (Isb & Khi) Campuses	1,201
In-house Trainings at Field Offices	1,765
External Domestic Trainings (LUMS, IBA etc.)	316
Foreign Trainings	11
LAMS (E-Leaning Portal)	371
<b>Total</b>	<b>3,664</b>

### **Box 6.3: Brief on Training Initiatives during FY19**

#### **(1) Curriculum Revision of Pre-Induction Training Program**

An external consultant has been engaged to conduct the Training Need Assessment (TNA) for new inductees. Based on consultant report and feedback received from GHs/RHs/Master Trainers/NIBAF, the duration of course, module wise contents and training methodology has been amended.

#### **(2) Revision of MLDP (Management & Leadership Development Program)**

The existing course content of MLDP has been updated based on feedback of the concerned stakeholders by including dinner talks, mock exercises and workplace etiquettes.

#### **(3) YPIP Hands on Training**

03-weeks Hands-on-training to YPIP- 7<sup>th</sup> Batch was arranged wherein, they were provided with the detailed knowledge about operations. Further, they were also given the insight of PSPC & Currency operations (BPAS) etc.

#### **(4) Pre-Induction Training Program of OTP 9th Batch**

A 5-week training program for the batch was organized at NIBAF, Islamabad. Curriculum was reviewed and necessary amendments were made to enhance effectiveness of the training program.

#### **(5) Skill Enhancement of Unionized Staff**

Various specialized trainings were designed, in coordination with CBA, for unionized staff. Trainings were aimed at enhancing the skills of employees in areas such as MS Excel, communication, cash operations, duties of workers as described in IRA and its recent developments etc.

#### **(6) Online exams through Learning Activity Management System - LAMS**

Three online exams had taken place during FY18, in which 371 officers participated across SBP BSC with a success ratio of 66.5%. A course "Cyber Security" has been added in LAMS portal and new Graphic User Interface has been developed for easy navigation and better user experience.

#### **(7) Guidelines for In-house and External Training sessions at Field Office**

Detailed guidelines for In-House and External training sessions were formulated and implemented accordingly which revamped training operations across SBP BSC. Further, comprehensive feedback forms was developed to monitor the effectiveness and efficiency of training programs.

#### **(8) Internship Program**

Summer and Winter internship programs were arranged for 379 students of 89 HEC recognized universities.

#### **(9) NIBAF E-Learning Portal**

A total of 159 officers were registered on E-Learning Portal launched.

## 6.9 Sports & Recreational Activities

In line with SBP's initiative to patronize sports activities, various sports events were successfully arranged that include tournaments against Inter Department Tape Ball Cricket, Football, Badminton and Table Tennis. The Bank's Cricket Teams (Men & Women) participated in various national tournaments organized by Pakistan Cricket Board and others wherein SBP Men Cricket Team triumphantly stands winners of Patron's Trophy Grade-II Tournament 2018-2019 and finished runners-up in Naya Nazimabad Flood Light Ramzan Cricket Tournament 2019. The Women's Cricket

Team on the other hand won the State Bank Women Cricket Championship 2018-19 and finished runners-up in PCB's Departmental T-20 Women Cricket Championship 2019. In addition to this SBP Inter Club Women Football Tournament and Inter School Boys & Girls Cricket Tournaments were also organized to promote talent at grass root level.

#### **6.10 Future Outlook**

Embracing a perceptive approach regarding the fast-changing landscape of the organization, SBP BSC is committed to further streamline its policy framework in order to pave the way for better integration of HR area with the evolving business needs. In this regard, HR policies are progressively being aligned with changing business outlook as a result of automation, BPR, workforce rationalization and blended HR profile attributable to fresh inductions. Furthermore, the department aims to sustain a work environment wherein every employee is empowered and provided with ample opportunities for professional development and career growth. For this purpose, SBP BSC through its HR function, pays attention to the suitable interventions e.g., development of career progression framework, conduct of training need assessment and development of training management system. Further as per practice, the Bank will also conduct its biennial compensation survey through an independent consultant for alignment of its compensation and benefits structure with the approved comparator organizations as envisaged in its compensation philosophy.