

# 6 Human Resource Management

*Human Resource Management (HRM) function at BSC is critical in many aspects, ranging from talent resourcing to career development and succession planning. It also plays an integral role in forming a performance-oriented culture and creating an enabling environment for employees to contribute towards achievement of organizational objectives*

## 6.1 Overview

Human resource function of BSC endeavors to bring in best of the human resource through successful recruitment and selection. Human Resource Management function continues to take various initiatives to achieve the desired HR objectives in line with strategic priorities at organizational level, with an emphasis on talent management, career development, strengthening of industrial relations function, 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, digitalization and BPR initiatives being undertaken by BSC. As a result of such initiatives, BSC has witnessed 63 percent 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 since inception vis-à-vis for FY20 and FY21 is given in **Table 6.1**.

*Table 6.1: BSC Working Strength*

Grade	No. of Employees					
	At inception in 2002		FY20		FY21	
	Total strength	%	Total Strength	%	Total Strength	%
OG-7	-	-	3	0.13%	3	0.14%
OG-6	-	-	9	0.38%	12	0.55%
OG-5	36	0.60%	45	1.92%	45	2.06%
OG-4	71	1.19%	80	3.41%	91	4.17%
OG-3	296	4.96%	267	11.38%	265	12.14%
OG-2	958	16.06%	786	33.50%	750	34.36%
OG-1	2,091	35.06%	833	35.51%	746	34.17%
Below OG-1	2,512	42.12%	323	13.77%	271	12.41%
<b>Total</b>	<b>5,964</b>	<b>100.00%</b>	<b>2,346</b>	<b>100.00%</b>	<b>2,183</b>	<b>100.00%</b>

### 6.3 Career Development

BSC management strives to structure the career progression of its employees, provide them with growth opportunities and identify talented individuals with high potential for succession management. In this regard, the promotion cycles of officers and clerical / non-clerical cadres were completed, wherein 163 staff members were promoted in FY21 in line with the policies in vogue as detailed in **Table 6.2**.

Cadre	No. of Employees Promoted
Officers	110
Clerical/Non-Clerical Staff	53
<b>Total</b>	<b>163</b>

To keep track of employees' performance and to conduct their appraisals, it was ensured that all stages of performance management cycle viz. planning, monitoring, and appraisal were completed as per the guidelines across BSC. For this purpose, dissemination and compliance of guidelines was ensured at HOK departments and field offices to improve the effectiveness of Performance Management System and satisfaction of the employees.

### 6.4 Organizational Development

During FY21, BSC continued its focus on change management initiatives as part of its continuous improvement plan. Accordingly, a comprehensive compensation and benefits survey was conducted through engagement of external consultants. Based on the survey results, the Board of BSC allowed grade-wise increase in salaries of all officers. Further, non-binding internal guidelines for pension increase were devised containing principle parameters and factors that could be considered for pension increase. Keeping in view high inflation during FY20 and the resulting hardships being faced by pensioners, particularly the ones with low pension base, the minimum guaranteed increase was set to Rs.2,500 which resulted in a more equitable increase in pensions.

In addition to above, TBRP for OG-1 to OG-3 officers posted at field offices was devised to provide them the necessary exposure to the policy development side of the business at Head Office. This exposure will help diversify their experience and enable them to compete for leadership roles in future.

In the wake of COVID-19 pandemic, BSC took numerous initiatives to prevent the spread of COVID-19 and protect its employees from any health hazard. Some of the major HR initiatives which were taken are given in **Box 6.1**:

*Box 6.1: Major initiatives to prevent COVID-19 spread during FY 21*

- Continued the Work-From-Home (WFH) initiative to enable employees to safely work from their homes remotely throughout the year
- Maintained Workforce flexibility while closely monitoring the COVID-19 situation at SBP and BSC
- Held official meetings via video link while large gatherings, official events, and trainings remained suspended
- Carried out daily thermal scanning of employees and ensured availability of hand sanitizers, face masks, and disinfectant sprays throughout SBP and BSC

### 6.5 Resource Management

During the year, BSC experienced a substantial shift in HR dynamics due to multiple automation and BPR initiatives across the organization. Resultantly, the scope of Resource Management function was enhanced



to achieve optimum HR strength through workforce rationalization and its effective utilization. For the purpose, BSC adopted multi-pronged strategy to meet manpower needs that included structured transfers and rotation of 113 Officers (OG-1 to OG-6) across the organization and implementation of TBRP whereby 26 officers from field offices were transferred to Head Office. Moreover, effective management of the employment contracts of 351 resources was also ensured to continue resourcing of support services in the areas requiring specialized skillset. BSC also pursued hiring against specialized areas such as security, IT, and medical for which various recruitment drives are at advanced stages of completion.

## 6.6 Industrial Relations

BSC made concentrated efforts to maintain industrial peace across the organization adopting consultative approach with key stakeholders as mandated under the law. Further, the agreement made with the CBA on CoD FY 2019-21 was implemented while spadework for effective negotiations on CoD FY 2021-23 with CBA has also been completed. Some other key achievements during the year are given below:

### *Box 6.2: Key Achievements during FY 2020-21*

- Processed severance benefits under the New Contributory Provident Fund and New Gratuity Fund Schemes for 605 contractual workers, as admissible under CoD FY 2019-21
- Promoted 53 Clerical / Non-Clerical employees and drivers as per Bank's rules
- Completed BSC-wide Performance Evaluation Reporting process for 323 Clerical / Non-Clerical employees who were allowed performance increase in their salaries along with one-time performance award based on their performance-category

## 6.7 Training and Development

During FY21, BSC continued to focus on capacity building of employees across the organization despite facing significant challenges due to suspension of face-to-face / classroom trainings due to COVID-19. A number of bank-wide awareness sessions and diverse capacity building opportunities were arranged at NIBAF, domestic institutions of repute (Institute of Bankers Pakistan, Pakistan Society for Training & Development and others), and e-learning avenues.

Moreover, training budget to all field offices was allocated for conducting in-house training sessions and for nominations of officers in local training institutions. Resultantly, there was 164 percent increase in the number of training participants, which reflects BSC's commitment to ensure ongoing learning and development. Brief summary of various training tracks and number of participants is given in **Table 6.3** and major initiatives are provided in **Box 6.3**.

Training Tracks	Participants
NIBAF (ISB, KHI and LHR)	3,157
In-House / Local Domestic Trainings arranged by Field Offices	2,521
Local Domestic Trainings arranged by HRMD	68
Foreign Trainings	6
Foreign Webinars	51
LAMS (Cyber Security and ERM)	1,724
<b>Total</b>	<b>7,527</b>

### *Box.6.3: Training Initiatives during FY21*

- Implemented Domestic Training Workflow System which utilized the Knowledge Management System functionality to manage training nominations, approvals, and attendance through system-based workflows
- Undertook Employee Training Satisfaction Survey under the broader ambit of Training Impact Analysis. The findings of the survey shall be used to devise an action plan for improved training need identification, enhancing supervisors' role in learning and development, and improving impact of trainings on the overall learning of employees
- Completed two BSC-wide awareness drives on the topics of Workplace Harassment and Cybersecurity. In addition, a BSC-wide drive on Enterprise Risk Management was initiated through LAMS
- Conducted series of iterations on topics required as per business needs such as AML & CFT, focused workshops for appraisers, capacity building on industrial relations
- Provided employees ongoing opportunities of learning and development by mobilizing virtual modes of learning i.e. virtual instructor-led trainings at NIBAF, e-learning portals (LAMS & NIBAF), as well as international and domestic webinars despite COVID-19-based restrictions on face-to-face trainings
- Trainings at NIBAF – Lahore Campus were initiated and 500 man-days were covered
- Employee Training Score Card Report was developed which provides access of complete training history to employees
- An iteration of Management Development Program was undertaken which was attended by 19 newly promoted OG-3 officers
- The onboarding of 26 officers posted at Head Office Karachi under TBRP was arranged to provide them a comprehensive overview of HOK functions

## 6.8 Employee Relations

Overall mandate of Employee Relations function includes looking after various HR related litigations, verification and confirmation of employees, disciplinary and audit matters, liaising with external stakeholders, retirements and benefits, HR related budget, and sports activities. Timely guidance was provided to all field offices and departments in disciplinary and HR related legal matters. Moreover, during FY21, Employee Relations played a key role in containment of the spread of COVID-19 by assisting MSD in the vaccination drive by maintaining close coordination with all field offices.

## 6.9 Future Outlook

The evolving dynamics of BSC along with the ongoing automation and BPR initiatives necessitate continuous streamlining of HR policies and rationalization of workforce that are in line with the changing business requirements. BSC is therefore focused on skills upgradation, leadership development, and credible succession planning to motivate the existing workforce and provide them with ample opportunities for professional development and career growth. As part of this strategy, BSC aims to mobilize its HR from field offices and provide them exposure on the policy development side in order to equip them with the necessary skills and experience enabling them to assume leadership roles in future.