

BISP

Training Guidelines

Training Section - HRM

Online-Training Videos

Standardization

Development

2021

1. Vision

“WE RISE BY LIFTING OTHERS.”

2. Introduction

Benazir Income Support Program (BISP) was established under BISP Act 2010 (No XV111 of 2010) to provide financial assistance, social protection and safety net measures to economically under privileged segment of the society. BISP operational structure comprises its HQ located in Islamabad, with 6 Regional offices and almost 33 Divisional with 383 functional Tehsil level offices.

The training section is placed in HRM wing of BISP Head Office and is an integral part of the BISP management structure. The Training Section is mandated to train its employees in order to ensure consistent delivery of quality services to its beneficiaries.

The Training Wing conducts Training programs including Disbursement Linked Indicators (DLI) based training programs under the donor commitments, BISP internal Annual Training Plan (ATP) on procedural management, technical and organizational topics. It additionally facilitates and processes the BISP nominations to participate through EAD and other external institutions/departments.

3. The Guidelines

As a principle of the guidelines; all staff must be periodically offered appropriate and relevant development opportunities in order to:

- Create a flexible workforce
- Utilize existing staff more effectively
- Increase their skills and improve their performance
- Ensure retention of employees
- Offer enhanced career opportunities and increased job satisfaction

However, certain “business considerations” are always kept in focus such as:

- The development intervention must be affordable and cost effective.
- The training/development must be directly relevant to the employee’s present and future growth.
- The training/development must be based on the needs of the department identified, in part, through workforce and succession planning activities.

Individuals must take responsibility for their own self development by identifying their own training requirements in line with the assignments/areas of influence in their current role and their future career aspirations.

There are several key areas and types of development opportunity that exist for all BISP's employees.

- Induction/Orientation Training (Mandatory)
- Departmental Training (Either Mandatory or Optional)
- Management, Organizational and Technical Trainings for managers as well as other employees.
- Training on Revised and Restructured Job Description on the change of operational guidelines (as and when required)
- Short Term Externally Provided Training (e.g. one or two day external courses)
- Long Term Further Education/Study

Line Managers are responsible for ensuring that their subordinates take part in the trainings in line with current post requirements and any potential future succession planning requirements, ensuring the sustainability of the service.

All the training workshops except induction/orientation trainings undergo the following training cycle;

- **Training Need Assessment:** Training Need Assessment (TNA) of field and head office staff is a guiding document to plan the training programs according to the need and demand of BISP staff. (TNA for 2020-2023 has already been conducted)
- **Annual Training Plan (ATP):** Training Plans are mandatory before the implementation of the trainings, with the approval of competent authority. The Training wing develops an Annual Training Plan (ATP) duly approved by the competent authority.
- **Training Implementation:** The training wing adopts the implementation methods like Online-trainings through videos, presentations, open discussions, question and answers, group activities and energizers etc.
- **Training Evaluation:** Every training program will be evaluated properly through questionnaires/exams. Pre and Post Tests are mandatory for every training program that shows the increased level of knowledge of the participants.

The Training Section is responsible for coordination/implementation of the entire training activities including need assessment, module development, training delivery, management and evaluation. The training section may hire internal and external resource persons, trainers, facilitators and speakers as and when required according to the need and nature of the training program. The training department can also hire external training institutions as third party to deliver the training program.

The Training programs/workshops will be arranged through online videos and in public and private facilities in a congenial learning environment with respectable sittings and venues with cooling and heating systems, training aids, necessary meal and refreshments.

4. Induction/Orientation Training

- HR Wing shall periodically share the induction/ deputation of new staff to the training section for preparation of induction/orientation training based on these plans the Training Wing will conduct the trainings. The induction training program would be offered on regular basis linked with the hiring schedule.

5. Online Training

5.1 Conceptual Working

Initially the Training Wing will focus on the procedural trainings related to BISP operations. A series of video sessions will be developed on each training module related to these operational procedures. The Online - Training Strategy is based on following three tiers:

5.2 Content/Modules Development

The Training Wing has listed down some selected initially important operational procedures to begin with. On each procedure, a separate training module will be developed. Each module will further be divided into various chapters and each chapter will have a separate video. Once the modules/chapters are prepared a script will be developed for the recording. These Online-Training modules will be developed by the external resources in consultations with the relevant wings.

5.3 Video Shooting/Online Lectures

Initially selected procedural training modules are identified and keeping in view the time duration each module is further being divided into chapters. Each chapter shall have a separate video. For instance if duration of a training module is 60 minutes, 3 to 4 videos (one on each chapter) will be prepared. Once the video sessions are developed, it will be uploaded on the BISP portal and an Application will be developed. After attending the session and watching the video on each chapter in the given specific time period, the trainee has to pass a quiz. Unless the trainee passes the chapter will not proceed to the next chapter. After completion of all chapters given in a module the accumulative score will certify the trainee on the module. For any upcoming changes in the procedures, refresher Online-Trainings will be prepared and uploaded and the trainees will go through on the same procedure. Some training sessions will be compulsory for all staff to attend like the procedures of UCT, CCT, NSER, HR etc. However few sessions will be only for the selected staff members like financial rules and PERs, details are given in the matrix.

5.4 Online Application

The Training Wing with the help of IT Wing and external support will develop an online Application and Web Portal for BISP Online-Trainings. Following tabs will be developed on the Application;

- Unique login and password for all staff
- Upload training videos
- Written Questions & Answers
- Access from Android Mobile phones and Laptops
- Duration of the login time for each staff member
- Quiz and evaluation
- Score cards of each staff members on every training program
- Dashboard showing all the basic reports of the Training.
- Online certificates on the successful passing of quiz
- Any other features required time by time

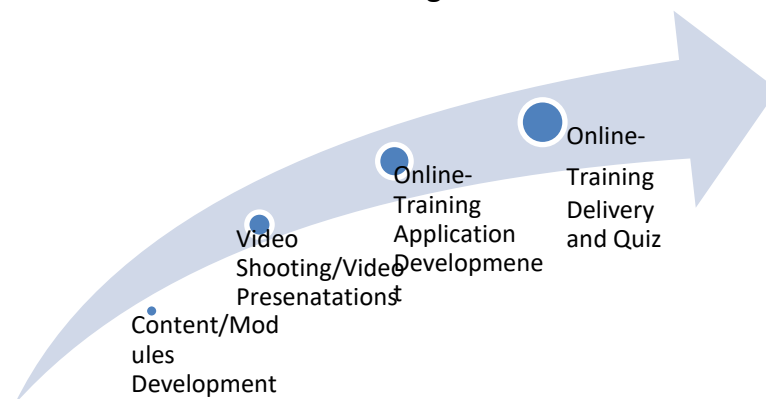
5.5 Online Training Matrix for Some of the Selected Areas:

After due assessment of the Training Need Assessment (TNA) exercise conducted by the Training Wing, the management has decided to select the below mentioned areas in the first phase:

S. No.	Training Topics	Training Nature	Related Wing	Target Audience	Duration	Evaluation Methods
1	BISP Service Rules and Regulations	Compulsory	HR	All BISP Regular Staff	2 Hours	Online Quiz
2	Inquiry conduction	Selective	HR	Directors, DDs, Ads	1 Hour	Online Quiz
3	Harassment at Work Place	Compulsory	HR	All staff	30 Mins	Online Quiz
4	Performance Evaluation Report (PER)	Selective	HR	Directors & DDs at Field and Head Office	30 Mins	Online Quiz
5	Unconditional Cash Transfer	Compulsory	UCT	All staff	2 Hours	Online Quiz
6	Next to Kinship Policy	Compulsory	UCT	All levels of field staff	30 Mins	Online Quiz
7	PCMS/CMS	Selective	UCT	Assistant Directors	2 Hours	Online Quiz
8	Amputee Cases / Biometric Failure	Compulsory	UCT	All levels of field staff	15 Mins	Online Quiz
9	National Socio Economic Registry	Compulsory	NSER	All staff	2 Hours	Online Quiz
10	Waseela Taleem - CCT	Compulsory	WeT - CCT	All staff	2 Hours	Online Quiz

11	Error Fraud and Corruption	Compulsory	IA	All level of field staff	1 Hour	Online Quiz
12	Internal Financial Controls	Selective	F&A	Field finance staff	1.5 Hours	Online Quiz
13	Procurement Rules	Selective	Procurement	Directors & DDs at Head Office	1 Hour	Online Quiz
14	Orientation on BISP	Compulsory	Training	New Entrants	4 Hours	Online Quiz
15	Poverty Alleviation - SP & SSN	Selective	Training	DGs, Directors, DDs, ADs	1 Hour	Online Quiz

BISP Online-Training Process



6. In-Person Training

All other management, organizational and technical trainings ranged in the TNA will be conducted in-person in different regions/divisions. The topics shall be finalized with the approval of the management. The Training Wing will also provide a bespoke service, tailoring interventions to specific needs on one to one or whole team basis. The regional/divisional offices will arrange these trainings in the field.

7. Mandatory Training Course

- One of the important aspects of the Mandatory Trainings is the carrier planning and promotion policy. BISP's promotion related trainings will be linked with Governmental training programs like Basic Management Course (BMC), Mid Carrier Management Course (MCMC) and Senior Management Course (SMC) etc. According to federal Government's promotion policy, all the BISP staff at different tiers will be required to pass the mandatory courses according to their promotion requirements.
- Further to this there will be a set of Training Courses that are mandatory for all employees to attend. A list of these courses shall be made available on the website of the Training Section of BISP.
- The staff on deputation is not allowed to attend the MCMC/SMC trainings during their deputation period at BISP.

8. Short-Term External Trainings

- Training programs up to 3 months shall be considered as short-term training.
- Trainings provided by other public sector institutes for short term courses if beneficial/relevant to the BISP officers the nominations for which shall be sent through their immediate officers to the training section for further process.
- The External Trainings would give opportunity to the BISP employees to get acquainted with new trends while interacting with heterogeneous groups from other organization.
- The foreign trainings short courses offered by EAD would be availed by the BISP employees as per the EAD rules. The nominations for the foreign trainings would be accepted only if the officers are directly related with the training offered.

9. Long-Term/Further Education Study

- Only BISP regular staff is eligible for the long term/further education subject to fulfillment of the following criteria:
 - The qualification to be studied must be directly relevant to both the needs of the department as specified in its business plan to the employees' position and development within the organization.
 - The concerned Director General/Director will forward the case to the headquarters with recommendations to the Director training headquarter for the formal approval of the Competent Authority.
 - Support is subject to the availability of the resources within the organization as per the Government Rules and each application will be dealt with as per its own merits.
 - For PhD/M.Phil/MS studies leave, Government Rules shall be applicable to BISP employees. Employees with less than five years' service cannot apply.
- Where an employee fails to sit an examination, submit coursework, fails to show satisfactory progress in his/her studies, or discontinues his/her course without cogent reason, the organization will withdraw the support facilities under the guidelines of higher education and require the refunding of the study cost paid by the organization. Terms and conditions of Govt. policy will be applied.
- Where the BISP has paid for the costs of qualification for an employee and the employee leaves the study at his/her own before completion or leaves BISP within 2 years after the completion of the study; will pay back financial support being provided by BISP. The employee will sign a bond on this.
- If an employee is unable to attend the course for genuine reason the employee must, as soon as is reasonably practicable, inform both their line manager and the course provider. Failure to do so will be viewed seriously and may be treated as a Potential Misconduct.

- No paid study leave will be allowed for preparation for any examinations being sat or coursework/assignments being completed in relation to any courses/qualifications completed by employees; regardless of the duration or level of the course/qualification.
- Employees are expected to commit their own leave time (Flexi/Annual) in order to adequately prepare for any/all relevant assessments. This should be considered to be part of their contribution to the courses.

10. Training and Instructional Allowance

- Trainings delivered by the external resource persons hired through the market will be paid depending on their experience with the approval of the competent authority. The resource persons will be paid on session rates or daily rates. Each session will be of 75 Minutes max. The resource persons will be paid either maximum two sessions @ session rates in case of more than two sessions, daily rates will be implemented.
- **The session rate (in PKR) ranges from 5,000 to 8,000 and daily rate ranges from 15,000 to 20,000 according to the experience and topic of the training. These rates will be modified as and when required but with an approval of the competent authority.**
- **Internal Resource Persons including Training wing will be paid 20% as compared to the external resource persons on sessions or daily rates.**
- The Training Wing is entitled for special Travel Allowance @ **25 Rupees** per Kilo Meter for hard areas including AJK, GB, Northern Areas, Swat, DI Khan, Sukkur, DG Khan, Bahawalpur, Multan and Sialkot. This will apply for by road travel allowance on personal cars. For all other areas GoP TA is applicable.
- Provision of the venue for the trainings would be the sole responsibility of the concerned region/ divisions. Budget in this regard shall be made available well ahead of time by the F&A wing to the Regional Heads without any delay. Provision of the stay of non-BISP resource persons would also be provided by the concerned region/ division where the training is executed .The travel claims of non BSP resource persons would be paid by the head quarter along with the approved government rate Rs. 2000/ per day as Daily Allowance.
- Selection of the external resource persons would be done through committee.

Head of Training Section:	Chairman
Deputy Director HR Section:	Member
Deputy Director (relevant program side):	Member
Deputy Director F/A	Member
Assistant Director Training:	Member/Secretary
- Recommendations of the selection committee would be further processed for the approval of the Competent Authority.
- Once the Training Program/plan is approved by the competent authority no further approval would be required from finance or admin.

11. Training Management Information System

The Training Wing under HRM will develop a comprehensive Training Management Information System (MIS). The MIS will provide information on individual's trainings attended in BISP, their educational background, Employment terms with BISP, Promotions and etc.