

HR

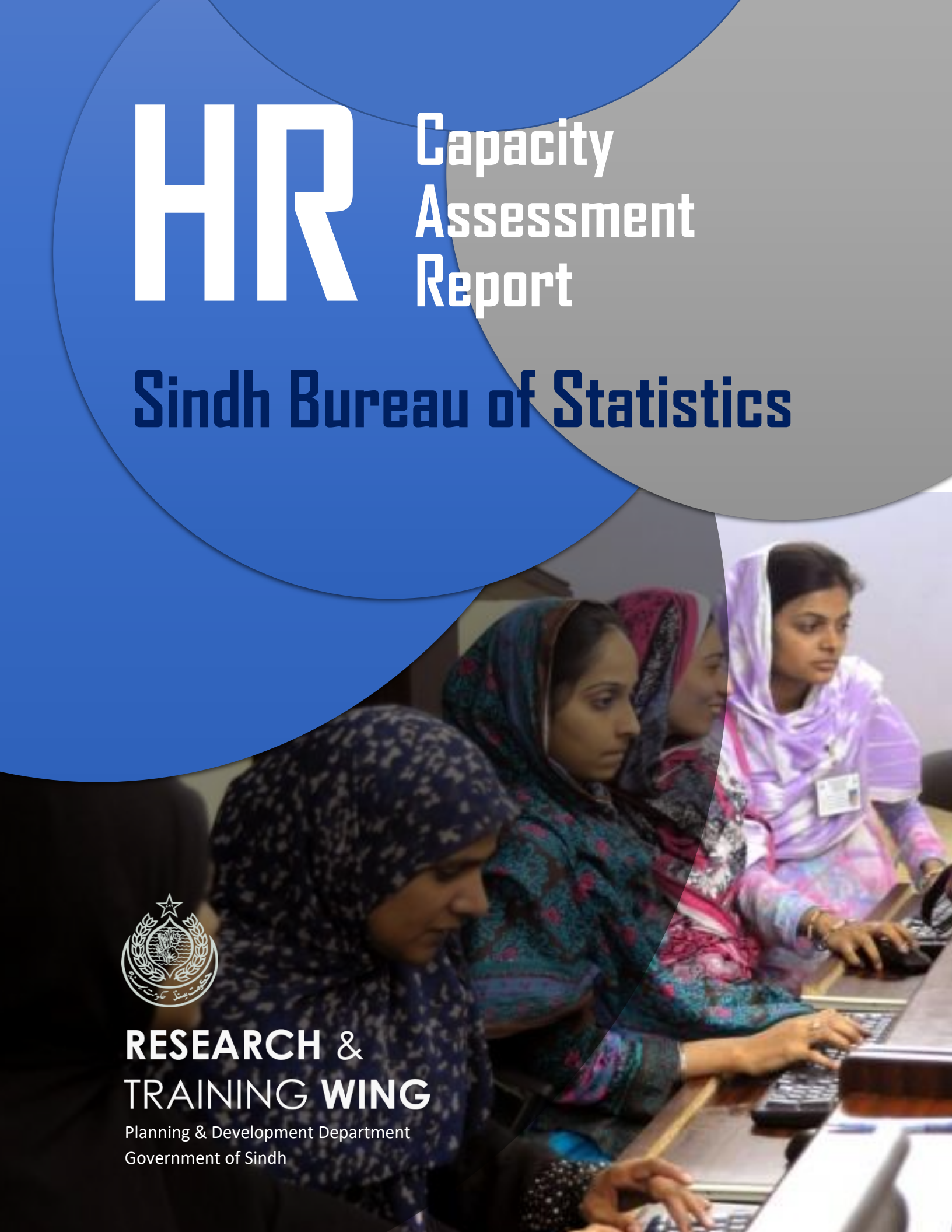
Capacity Assessment Report

Sindh Bureau of Statistics



RESEARCH & TRAINING WING

Planning & Development Department
Government of Sindh



Sindh Bureau of Statistics
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Research & Training Wing
Planning & Development Department
Government of Sindh



HR Capacity Assessment Report

Sindh Bureau of Statistics

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Executive Summary

The Economic Reform Unit, Finance Department, GoS engaged EY Ford Rhodes, vide contract dated 16 July 2020, to provide consultancy services for redesigning / modifying and customizing the Development Statistics of Sindh (DS) to meet challenges of the world and further expand the horizon of data collection in DS.

The final consolidated recommendation report submitted to P&DD in February 2021 spoke about various domains related to Development Statistics of Sindh, Data Collection, Visualization and Consolidation, Field Surveys and restructuring of SBoS in terms of functions as well as and human resources.

In light of the submitted report, senior management of P&DD assigned Research & Training Wing, P&DD, GoS to carry out HR Capacity Assessment of BPS-17 & above officers of SBoS to assess their current functional and behavioral competencies and how they can be improved through different learning and capacity building interventions.

In this context, a three-member assessment team comprising of Chief Training Officer (RTW), Social Sector Advisor (RTW) and Planning Officer (P&DD) was formed under the supervision of Special Secretary, P&DD.

The team carried out in-person and virtual assessment sessions (based on pre-defined assessment questionnaire covering functional and behavioral competencies) of eighty-four (84) BPS-17 & above officers of SBoS based in Karachi, Hyderabad, Mirpurkhas, Sukkur and Larkana divisions. Karachi, Hyderabad and Mirpurkhas assessments were done in-person whereas Sukkur and Larkana assessments were done via video-conferencing.

All officers made themselves available for the assessment and gave valuable inputs with regards to their functional responsibilities and tasks. On the basis of these assessments, there are a few capacity building areas that need immediate attention such as Basic Computer Literacy, MS Office (especially Word & Excel), Business English, Presentation Skills, Email Writing, Report Writing, Verbal Communication, Data Compilation, Visualization & Analysis, DDO Duties and Office Management.

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Background

The Economic Reform Unit, Finance Department, GoS engaged EY Ford Rhodes, vide contract dated 16 July 2020, to provide consultancy services for redesigning / modifying and customizing the Development Statistics of Sindh (DS) to meet challenges of the world and further expand the horizon of data collection in DS.

The assignment had a two-phase approach as agreed in the Final Inception Report submitted on 15 September 2020.

- **Phase 1:** Assess the gaps between the current and ideal state of the data in terms of content, coverage and quality.
- **Phase 2:** Identify the elements of the ideal state and draw up relevant templates for future publication, training sessions on the revised templates and final consolidated recommendation report.

The final consolidated recommendation report by EYFR summarized the following:

- Overview of gap analysis of Development Statistics of Sindh (DS);
- The identification of supply and demand side of statistical data, revised templates of DS, data collection and methodology;
- Essential surveys / studies required to be conducted for regular publication of Development Statistics of Sindh;
- Suggestions on how to strengthen the support sections i.e. Publication, Library and IT sections of SBoS;
- Recommendation on the special / new sections for Prices, Manufacturing and Regional Accounts in SBoS; and
- Highlights of three (03) days training session on revised/updated templates of DS for SBoS Staff.

The report also spoke about institutional challenges pertaining to Legal Cover, Leadership, Internal Organization, Budget and Coordination Dynamics, an overview of which is as follows:

- a) Lack of legal cover vide provincial laws, Pakistan Bureau of Statistics, and powers to enforce compliance for provision of data. Consequently, respondents who are served with proformas or questionnaires fail to respond altogether or provide incomplete or even incorrect data that adversely impacts reporting process;
- b) Weak coordination of SBoS with i) Pakistan Bureaus of Statistics, ii) Provincial Bureaus of Statistics; and iii) Source Organizations (including Government, Semi-Governments and PSEs) supplying primary data;

c) Lack of continuity of SBoS leadership, as it can be observed with continuous changes to senior level management (such as Director General of SBoS), over the past few years. Consequently, department lose its longer-term vision and approach to achieve the same; and

d) Lack of internal re-organization of the Bureau to enable it to function efficiently – sub-sections for different sectors and for data scrutiny, assessment and analysis to ensure accuracy and consistency.

EYFR Report submission to P&DD

In February 2021, EYFR submitted the consolidated report titled “**Final Consolidated Recommendation Report**” to P&DD for review and perusal with regards to meaningful reforms for revitalization and restructuring of SBoS.

Report Review by P&DD

EYFR report was reviewed from various standpoints by the designated P&D committee, including capacitating human capital and organizational restructuring of SBoS through a comprehensive HR assessment.

For this purpose, Special Secretary, P&DD proposed to bring Research & Training Wing, P&DD onboard in order to review the EYFR report in context of organizational restructuring and HR capacity assessment of current SBoS employees.

Overview of Research & Training Wing, P&DD

Research & Training Wing is a strategic arm of P&DD and works on the following areas:

- a. Research & Development
- b. Institutional Development
- c. Capacity building of Human Resources

The main features of R&T Wing are: -

- It acts as an in-house research, policy-advice and capacity development body for P&DD helping it to improve functioning and quality of Public Investment Management (PIM);
- It acts as an economic policy hub within GOS that uses its research capacity to effectively support evidence-based policy making in the province of Sindh; and
- It develops partnerships with leading training and research institutes, Universities, think tanks and business associations to help build a knowledge base.

Diagnostic Review

Under the guidance of Special Secretary, P&DD, a three-member committee was formed for the subject assessment of SBoS:

- (1) Mr. Abdul Ahad Khan, Chief Training Officer, RTW, (2) Mr. Obaid Arshad Khan, Social Sector Advisor, RTW and (3) Ms. Jasiah Fatima, Planning Officer, P&DD

EYFR Report Diagnosis

With regards to organizational restructuring and from an internal organization standpoint, EYFR suggested to divide SBoS into three (03) distinct units/sections i.e.:

- **Standing Sections**
 - Agriculture and Allied Sectors
 - Climate
 - Crops
 - Agricultural Inputs
 - Land Utilization
 - Fisheries
 - Livestock
 - Irrigation
 - Forestry
 - Non-Agricultural Production
 - Mining & Quarrying
 - Electricity
 - Gas
 - Economic
 - Public Finance & Debt
 - Banking, Insurance & Financial Institutions
 - Transport & Communication
 - Social
 - Population
 - Public Sector Education
 - Labor Force
 - Public Sector Health
 - Housing
 - Crime
 - Miscellaneous
- **Special Sections**
 - Manufacturing
 - Prices

- Regional Accounts
- **Support Sections**
- Publication
- Library / Resource Centre
- Information Technology

It further suggested to have following designations in each unit and its sub-units:

i) Standing & Special Sections

- Directors (PPS-8/9 / MP-III)
- Deputy Directors (PPS-6/7)
- Statistical Assistants (PPS-4)

ii) Support Sections

a) Publication

- Publication Manager (PPS-7)
- Publication Assistant(s) (PPS-4)

b) Library/Resource Centre

- Librarian (PPS-7)
- Assistant Librarian(s) (PPS-5)
- Library Assistant(s) (PPS-3)

c) Information Technology

- Director (PPS-8)
- Assistant Director(s) (PPS-5/6)
- Computer Assistant(s) (PPS-4)

Committee Observations

The project committee thoroughly studied the entire EYFR report in context of organizational restructuring, capacity building and HR assessment, and identified the following gaps in the report:

- The report did not explain in detail, the quantum of work/tasks to be done by suggested sections i.e.:
 - Standing, Special and Support
- The report did not explain the “**Key Result Areas (KRAs)**” and “**Core Competencies**” of each section.
- The report did not explain the “**Key Performance Indicators (KPIs)**”, “**Core Competencies**”, “**Required Skill Set**” and “**Job Description**” of each designation/position.
- The report did not talk about current level of SBoS employees’ skill set and their mapping with the suggested organizational structure.
- The report did not give any details regarding employee headcount required for each proposed section.
- The report did not talk about capacity building interventions required to improve the skill set and competence level of SBoS employees.

Methodology

Based on the report’s diagnostic review, the committee mutually decided the following steps for assessment of SBoS:

- Compilation of BPS-17 & above SBoS officers’ list with help of SBoS Admin (Annexure-I)
- Designing Section-specific functional competencies.
- Designing a functional + human skills-based questionnaire (Annexure-III) and Job Description Template (Annexure-IV)
- Carrying out in-person and virtual assessment meetings as per given staff list (Annexure-II)

SBoS Employee Head Count

On request of project committee, SBoS admin provided a consolidated list of **101** BPS-17 & above officers out of which 84 officers appeared for their assessments and 17 were unavailable due to personal reasons such as medical leave etc.

Proposed Functional Competencies

In light of EYFR report, following section wise competencies were designed with the objective of gauging the current job nature and competencies of employees. Suggested sectional competencies depict the primary objectives of the respective section and the tasks associated with that section.

Standing Sections

Objective:

Primary objectives of Standing Sections:

- Gather the data from the respective source organizations;
- Perform quality assurance procedures for validation of the data received before publication with least or no field data collection by the SBoS

Proposed Competencies – Standing Sections

S. No.	Functional Competency	Description
1.	Data Acquisition	the ability to acquire data from relevant sources/departments for further validation and quality check
2.	Data Validation	the ability to evaluate and validate the acquired data for further analysis
3.	Departmental Coordination	the ability to effectively coordinate with relevant departments and sections for data acquisition
4.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
5.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Special Sections

Objective:

Primary objectives of Special Sections:

- Obtaining the data from the respective sources
- On-field data collection
- Data validation
- Data Processing & Estimation

Proposed Competencies – Special Sections

S. No.	Functional Competency	Description
1.	Data Acquisition	the ability to acquire data from relevant sources/departments for further validation and quality check
2.	Data Collection	The ability to effectively collect data through various mediums including field visits
3.	Data Validation	the ability to evaluate and validate the acquired data for further analysis
4.	Data Processing & Estimation	the ability to process the data and run estimations based on pre-requisites and parameters
5.	Departmental Coordination	the ability to effectively coordinate with relevant departments and sections for data acquisition
6.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
7.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Support Sections

Objective:

Primary objectives of Support Sections:

- Data Publication
- Data Management
- Data Warehousing
- Data Digitization

Proposed Competencies – Support Sections (Publication)

S. No.	Functional Competency	Description
1.	Data Compilation	the ability to compile the data in a proper manner as per agreed formats and provided templates
2.	Data Presentation & Visualization	the ability to use creative tools and present visually appealing data that is easy to understand comprehend
3.	Editing & Proof-Reading	the ability to edit the given data and proof-read the reports and relevant data in order to eliminate typos and errors
4.	Printing & Publishing	the ability to facilitate designing, printing and publishing of reports, magazines and other publications related to SBoS
5.	Tech-Savvy	the ability to use software programs and applications related to data compilation, processing, designing and publishing
6.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
7.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Proposed Competencies – Support Sections (Library / Resource Centre)

S. No.	Functional Competency	Description
1.	Library Management	the ability to keep the library / resource centre updated with all relevant hard and soft resources
2.	Stock Management	the ability to keep physical stocks in check and take period cycle counts for compliance and control purposes
3.	Tech-Savvy	the ability to use software programs and applications related to online data management / virtual resource centre
4.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
5.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Proposed Competencies – Support Sections (IT Section)

S. No.	Functional Competency	Description
1.	Enterprise Resource Planning (ERP)	the ability to conceptualize, design and implement ERP software for centralized and integrated IT functionality
2.	Software Development	the ability to develop in-house software programs/applications for different projects and tasks
3.	IT Infrastructure Management	the ability to conceptualize, design and implement a robust and effective IT infrastructure with all necessary tools and resources
4.	Customer Centric Approach	the ability to understand internal and external customer needs and facilitate them with regards to their IT needs
5.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
6.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Questionnaire Design & JD Template

After the approval of sectional competencies by Special Secretary, P&DD, the project team deliberated to design a structured and competency-based HR capacity assessment questionnaire as well as a Job Description Template. The objective of this exercise was to:

- Capture the current job tasks and activities of BPS-17 & above officers
- Assess current level of technical and behavioral competence of BPS-17 & above officers

The JD template captured the following information:

- Personal Information such as Name, Designation, Education, Grade, Date of Joining etc.
- Number of Direct Reports and Line Manager
- Current Job Level with regards to Management Cadre
- Job Responsibilities

The Competency Based HR Capacity Assessment questionnaire was targeted towards understanding a person's individual competence level with regards to both technical and behavioral expertise. It had suggested reference questions and competency-wise definitions for assessors' ease in order to stay on course and assess the individual with minimum personal judgement or opinion. Ten (10) competencies each for functional and behavioral competencies constituted the questionnaire.

HR Capacity Assessment

After the approval of JD template and HR Assessment Questionnaire, the team mutually decided to meet and assess officers in two phases i.e. Karachi and rest of Sindh. The first phase was to meet all BPS-17 & officer based in Karachi. The second phase was to visit regional offices to meet the regional team members deputed in different cities of Sindh.

Assessment meeting schedule & number of assessments is as under:

- Karachi Team (in-person sessions) 26th April till 5th May 2021
- Hyderabad & Mirpurkhas Team (in-person sessions) 28th & 29th July 2021
- Sukkur & Larkana Team (virtual sessions) 8th, 21st & 23rd September 2021

Location/Division	# of Assessment Interviews
Karachi	37
Hyderabad & Mirpurkhas	26
Sukkur & Larkana	21

It is pertinent to mention that SBoS employees currently on deputation and working for other departments or projects were also interviewed in order to understand their current job roles/tasks.

Results

The entire assessment activity covering **84 officers** was completed between 26th April to 23rd September 2021. It was carried out in phases as mentioned earlier. The first phase was targeted towards Karachi based officers and then towards regional teams based out of Hyderabad, Mirpurkhas, Sukkur and Larkana.

One interview meeting took approximately 30-45 in which the assessor first captured the job description and then delved into understanding the functional and behavioral competence.

Out of **101** BPS-17 & above officers, the team met the following **84** officers (**83% of the total headcount**) for their individual competency-based HR capacity assessment.

Designation	BPS			Grand Total
	17	18	19	
Accounts Officer	1	-	-	1
Assistant Director	2	-	-	2
Data Processing Officer	1	-	-	1
Deputy Director	-	17	-	17
Director	-	-	2	2
Planning Officer	3	-	-	3
Private Secretary	1	-	-	1
Programmer	3	-	-	3
Statistical Officer	50	-	-	50
Superintendent	4	-	-	4
Grand Total	65	17	2	84

The HR Assessment questionnaire was based on the following scoring range and every individual was given a score based on his or her input with regards to the questions asked during the assessment. As elucidated earlier, the questions were competency based and had direct or indirect impact on an individual's job role and tasks.

- Excellent 90-100
- Good 80-89
- Average 70-79
- Below Average 60-69

The competency questionnaire consisted of ten functional and ten behavioral competencies:

Functional Competencies

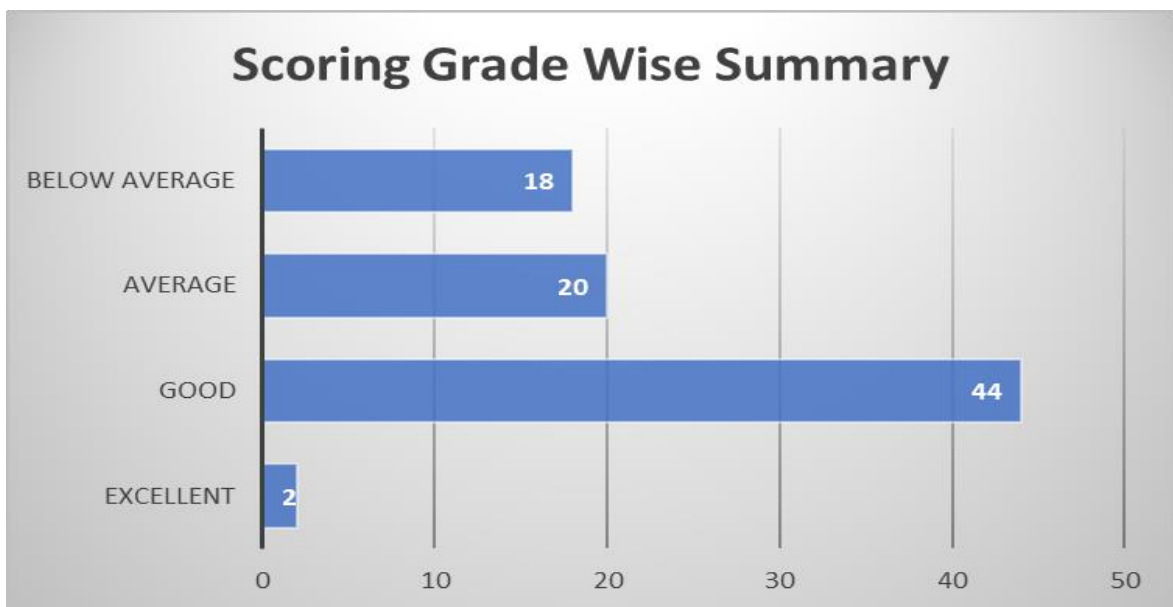
1. Job Knowledge
2. Major Requirement
3. Internal & External Coordination
4. Oral & Written Communication

5. Time Management
6. Data Related Activities
7. IT Use & Application
8. People Management & Public Relations
9. Planning and Problem Solving
10. Decision Making

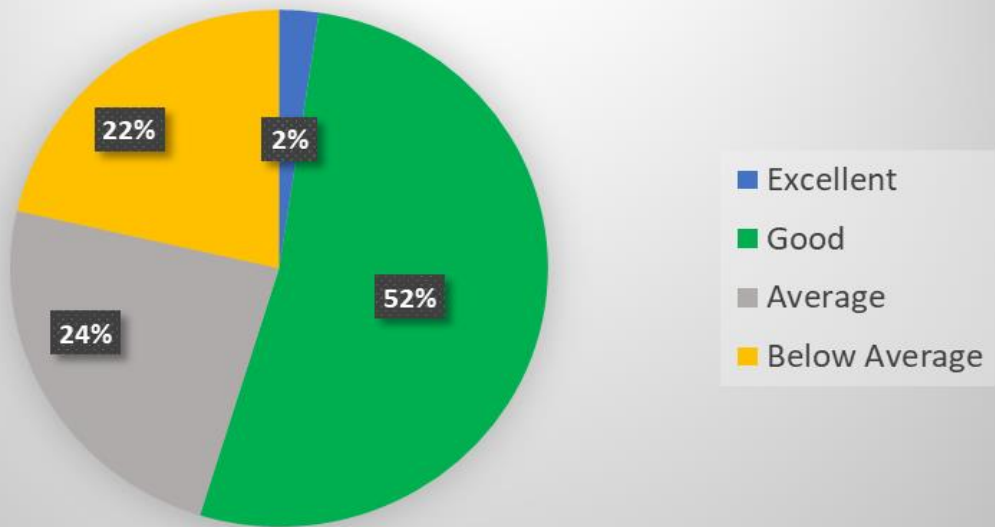
Behavioral Competencies

1. Working Under Pressure
2. Conflict Management
3. Emotional Intelligence
4. Teamwork
5. Delegation
6. Self-Motivation
7. Change
8. Motivating Others
9. Continuous Learning
10. Attention to detail

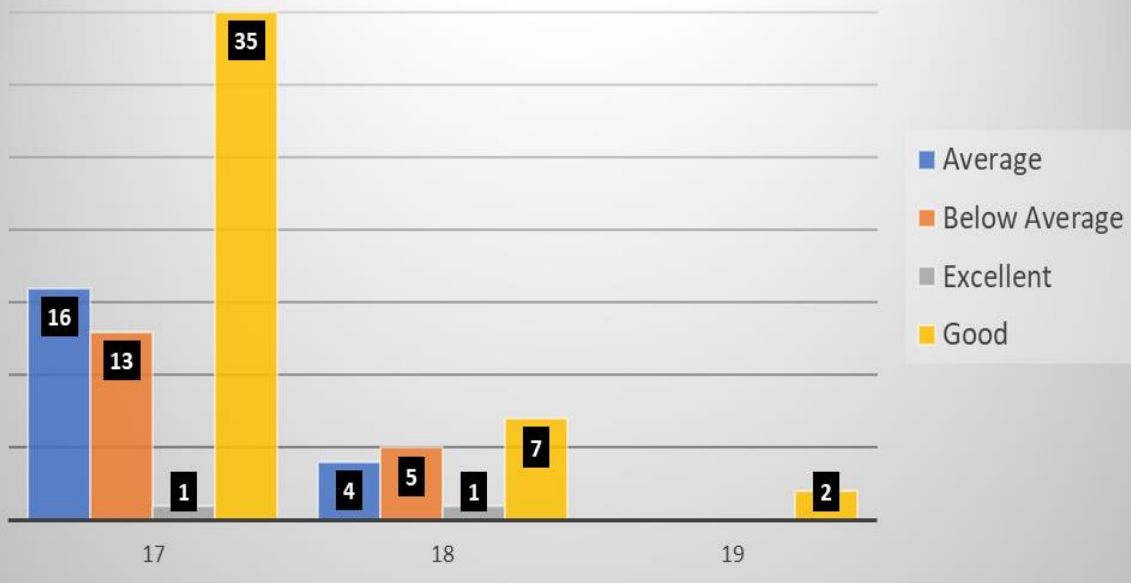
Officers were assessed with the help of the HR Assessment Questionnaire and suggested questions. In light of the scoring range, Grading and BPS-Wise scoring summary is given below with **91** being the highest and **59** being the lowest score in cumulative category. Detailed report of every assessment interview is attached as Annexure-V.



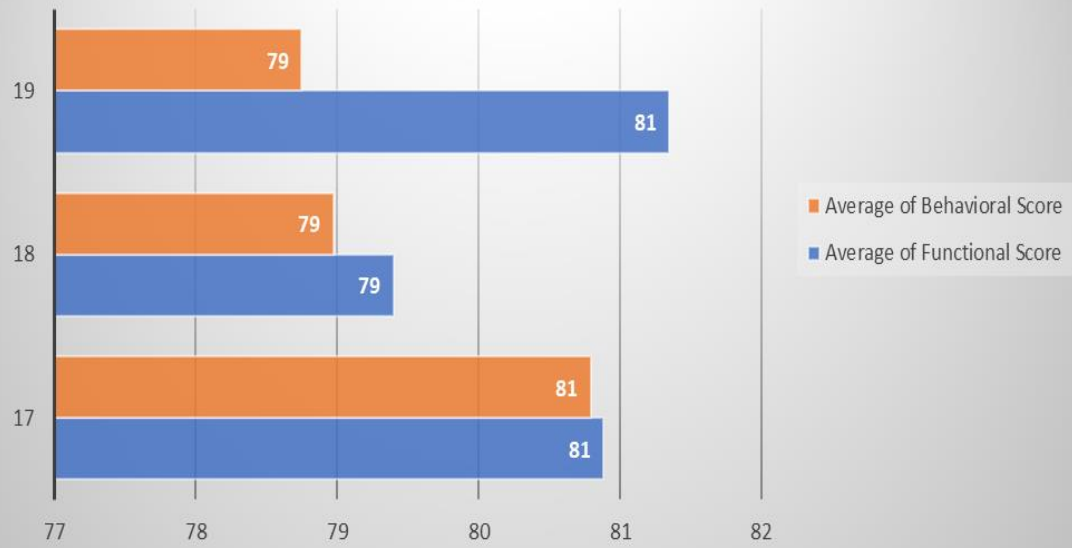
Scoring Grade Wise Summary



BPS Wise Scoring Grades



BPS Wise Competency Average Score



Key Findings

The assessment interviews focused on capturing job descriptions and functional/behavioral competencies. Based on the input received from the interviewees, following key findings are appended below:

- Lack of well-defined mission, vision, values and short, mid and long-term organizational objectives
- Lack of department/section and individual performance monitoring & evaluation
- Weak Interdepartmental coordination especially between head office and regional offices
- Mismatched resource placement and workload distribution
- Underutilized human resources
- Lack of institutional and individual capacity building
- Lack of a proper IT and Digital Infrastructure

Suggested Capacity Building Focus Areas

In light of the HR capacity assessment, following focus areas need to be taken into consideration for HR as well as organizational development:

1. Basic Computer Literacy
2. MS Office (Word & Excel)
3. Business English
4. Presentation Skills
5. Letter Writing
6. Report Writing
7. Verbal Communication
8. Statistical Tools & Software Packages such as SPSS, E-Views & STATA
9. Survey Data Analysis
10. Survey Design & Execution
11. DDO Duties
12. Office Management
13. Inter-departmental Coordination and Collaboration
14. Working with difficult stakeholders
15. Team Management
16. Time Management



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PLANNING & DEVELOPMENT DEPARTMENT
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