



INSIDE

"Quality Review Newsletter"

July - December 2018

16th Issue

1. Messages
2. Dynamics of Desk Officer
3. Capacity Building of Human Resource-Highlights
4. Customer Satisfaction Index(CSI) of Finance Division
5. Engagements of Finance Minister in Pictures
6. Finance Division Implemented E-Office Programme in October, 2108
7. Mock Fire-Fighting Exercise/Fire Drill and Rescue Operation in Finance Division
8. Major activities of External Finance (C&B) Wing from July-December, 2018
9. Work Efficiency/ Performance Based Survey in Finance Division
10. Departmental Quality Assurance Coordinators (DQACs)
11. QA Team

Ministry of Finance,
"Q" Block, Pakistan
Secretariat,
Islamabad

Tel. No. +92-51-9208523
Email:
so.qa1@finance.gov.pk
Website:
www.finance.gov.pk

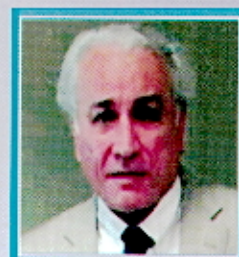
Message from Mr. Asad Umar Finance Minister



It is a pleasure to note that Finance Division has completed twelve years of successful implementation of Quality Assurance Programme (QAP) and more importantly that it continues to meet international standards of performance. We are all aware of the importance of ISO Certification; it is a tool for organizations to significantly improve efficiency and effectiveness of their operations leading to enhanced stakeholders' satisfaction.

The objective of good governance can only be achieved by measuring stake holders' expectations and satisfaction level and then incorporating their views in government policies to improve service delivery. Finance Division has developed an organized system of measuring stakeholders' satisfaction under the umbrella of Quality Assurance Programme(QAP). I hope they will continue to improve service delivery in years to come under the guidance of senior management. My best wishes for the QAP team.

Message from Mr. Arif Ahmed Khan Finance Secretary



It is a unique pride of Finance Division to be a flagship Ministry/Division in ISO certification since 2006. It performed consistently and strived continuously to improve its functioning to the best satisfaction of its stakeholders. Finance Division has achieved ISO certification on new Quality Management Standard; ISO 9001:2015. Risk Assessment is the most notable feature of ISO 9001:2015 Standard where everyone is responsible for managing risk and ensuring quality concerning his/her job functions.

I am confident that Quality Assurance Framework of Finance Division shall remain a vital benchmark in our future endeavours. The professionalism adopted by the Finance Division for Quality Management is commendable. I would also like to express my sincere appreciation to our QAP team, senior management and staff of Finance Division for their dedication and efforts in making the program a success.



DYNAMICS OF DESK OFFICER

Desk Officer is the backbone of Federal Secretariat as he has to facilitate all tiers and functions from top to bottom, initiation to finalization and planning to evaluation. His role, no more tend to be viewed as traditional Govt. Officer of 1980s, rather more dynamism is desired to accomplish the multifaceted tasks. Today's ever-changing working environment demands high level of expectations for tangible service delivery. Response time has gone too short in the wake of modern gadgets and advanced communication technologies. Things have gone beyond orthodox approach, thus issues need to be resolved with clear vision and more directed efforts. Some qualities essentially need to be inculcated or may be in-built feature of Desk Officer are precisely given as under:-

1. **Focus one thing at one time:** This principle, described by Stephen Covey, is obviously a big challenge at functional level where multiple tasks need to be tackled at one time.
2. **Presentation and Communication Skills:** Each Officer should possess such an artistic skill. Effective presentation of ideas and concepts attracts and even diverts attention of big bosses and vice versa. The contemporary Management concepts have changed the rule of Desk Officer as he has to act as a good negotiator, mediator, arbitrator while dealing with public issues. He has to manage foreign delegations/events like international conferences, seminars meetings etc. Communication gap with the high-ups portray bad picture thereby leading to assigning less important tasks. An extrovert Officer will be a highly skilled communicator, capable of problem solving.
3. **Leadership:** A professional Officer exhibits like a leader to some extent. Bossy culture never produces high results, whereas leader influences the mindset and character of workforce. In case staff are reluctant to perform, its only a leader who can motivate them to ensure generating output and meeting deadlines.
4. **Win – Win Situation:** Conflict resolution, no doubt, paves the way towards win-win situation in organizations. Stake of both i.e. Management and Staff has to be protected that would lead to peaceful environment.
5. **Team Building:** No one can perform in isolation as targets are hardly achieved with single efforts. Individuals may be integrated to unite as a team after going through norming, forming and performing stages. A Desk Officer has to perform beyond its cosmos and groom juniors to work and excel in a team. Team effort would ensure continual improvement, consistency in performance and customers' satisfaction.
6. **Behavioural Aspect:** No one can undermine the importance of good behaviour as it brings about healthy and positive office environment. Your reactions with the top management, peers and juniors matter a lot in delivering performance. A Desk Officer meets cheerfully, shakes hand pleasantly and listens carefully.
7. **Rule of Justice:** Time has come to change our focus from rule of law to rule of justice. Better governance principles are unlikely to be established until all laws and rules are made in conformity with the real spirit of Constitution and Islam.
8. **IT Compatibility:** Systems have changed with the rapid change in technology. Paperless office is demand of the hour. There is great need to switch over from infancy to advance stage towards utilization of IT solutions. Short term capacity building trainings may prove to be more productive to ensure smooth transition to e-office in an organization.
9. **Multi-tasking:** In today's Civil Service setup, multi-tasking is the strong desire of top management. At desk level, multiple functions have to be performed simultaneously. This ability adds flare and sharpens the skills of Officer.

Shahzad Zareef, Section Officer (QA-II)



Capacity Building of Human Resource of Finance Division

Capacity building of human resource is one of the key features of Finance Division. In this regard, all types of foreign and inland trainings received from Economic Affairs Division, other Ministries/Divisions/Departments and International sponsoring agencies are circulated in the Finance Division and also uploaded on the website and nominations received thereon are processed accordingly. Nomination(s) for foreign trainings are recommended by a Foreign Training Committee(FTC) comprising of all Additional Finance Secretaries(AFSs), headed by AFS(HRM/QA) and then forwarded to the concerned quarter with the approval of Finance secretary. Trainings record of Officers/Officials of Finance Division **from July-December, 2018** is as under:

S #	Type of Training	Nominations Processed	Nominated	Availed
1.	Local/Inland (Officers/Officials)	118	92	91
2.	Foreign (Officers)	100	81	26
Total		218	173	117

Customer Satisfaction Index (CSI) of Finance Division

As per Clause 1-A (1.1), Part-3 of the Quality Assurance Procedure (QAP) of Quality Assurance Sections, Customer Satisfaction Survey is conducted once a year. Prime objective of the Survey is to measure satisfaction level of its customers / stakeholders.

Pursuant to the above requirement, Customer Satisfaction Survey for the period July, 2017 to June, 2018 has been carried out in respect of following nine Wings of Finance Division.

CSI of nine (09) Wings has been consolidated and comparison is given below with the previous surveys:-

Name of Wings	CSI for the Period Jul, 2014 – June, 2015 (%age)	CSI for the Period Jul, 2015 – June, 2016 (%age)	CSI for the Period Jul, 2016 – June, 2017 (%age)	CSI for the Period Jul, 2017 – June, 2018 (%age)
HRM	86.68 %	87.45%	88.78%	83.09%
Regulations	65.21 %	69.09%	76.38%	81.25%
Budget	83.49 %	84.52%	91.20%	86.97%
Expenditure	77.78 %	67.86%	81.50%	88.28%
Provincial Finance	82.50 %	81.25%	83.33%	76.31%
External Finance	-	73.81%	87.03%	76.56%
Development Wing	-	63.89%	83.33%	81.94%
Internal Finance	-	-	79.36%	83.51%
Corporate Finance	-	-	71.42%	79.41%
CSI of Finance Division	79.13%	75.41%	82.48%	81.92%

Ishtiaq Ahmad, Section Officer (QA-I)



Engagements of Finance Minister during July- December, 2018 in Pictures



Finance Minister's meeting with UEA delegate



Finance Minister's visit to China with PM Imran Khan



Finance Minister Asad Umer Chairing ECNEC meeting in Islamabad



Finance Minister Asad Umer Chairing ECC meeting in Islamabad on 12.11.2018



Finance Minister in a meeting with US Principal Deputy Assistant Secretary of State



Finance Division Implemented E-office Programme in October, 2018



Secretary Finance, Arif Ahmed Khan addressing officers at the inaugural ceremony of E-Office system at the Ministry of Finance, Islamabad on 17 October 2018

To ensure efficiency and improved performance by Officers at all levels, Finance Division has implemented E-Office Programme in line with Government's priorities and policies. There are nearly 250 users in various Wings for the E-office suite.

Mr. Arif Ahmad Khan, Finance Secretary inaugurated the E-office system in Ministry of Finance on 16.10.2018. Addressing Senior and Middle management level Officers on the occasion, he called upon them to master e-office skills and benefit from the automated system. He also stressed complete digitization of records on priority basis. He added that implementation of this Program shall facilitate institutional reforms and help improve performance.

He appreciated the contribution of the National Information Technology Board (NITB) and the Finance Division's team led by Mr. Javed Iqbal Khan, Joint Secretary (BI) for taking on the challenge of training a large number of officials in a short span of time. He hoped that implementation of the E-office Program in Finance Division will serve as a good example for other Ministries/Divisions to follow.



Secretary Finance, Arif Ahmed Khan inaugurating E-Office system at the Ministry of Finance, Islamabad on 17 October 2018



IT-Team of Finance Division



**Mock Fire-Fighting Exercise/Fire Drill and Rescue
Operation in Finance Division**

HRM Wing of Finance Division performs all the support functions like administration/ recruitment /hiring/medical reimbursement and developing skills of the employees to add value. This Wing also prepares strategy to ensure smooth flow of services. The Services Sections of HRM Wing provide logistic support to all officers/employees, cleanliness of the premises, improve E-office program in various Wings/Sections, supply of furniture and all other amenities besides taking care of the safety of buildings and employees, as well.

- Accordingly, to ensure safety of the office buildings in case of emergency especially on account of fire eruption, fire fighting drill is extremely important as the same allows to see how well things operate and provide an opportunity to correct any problem, if it exists. Further, comprehensive awareness to sensitize the Officers / Officials about the safety measures and techniques to deal with emergency situations especially on eruption of fire is most important.
- Moreover, keeping in view the necessity for awareness of self defence at the time of emergencies, civil defence trainings are also imparted to the employees of this Division through Quality Assurance Section from different Federal Civil Defence Training Institutes in Pakistan. The trained staff also performs security duties in Q/S blocks of Federal Secretariat on rotation basis in addition to their own job responsibilities.
- Hence, as per previous years' practice, a mock Fire Fighting Exercise / Fire Drill and Rescue Operation was arranged by Services Section in collaboration with Fire Headquarters (E&DM), Capital Development Authority (CDA), Islamabad]. In this context, all Officers / Officials of the Division were informed about the mock exercise to be carried out on 10-13 December, 2018 at any time during office hours. It was also informed to adhere to the fire drill in the following manner:-
 - i) As soon as the fire alarms start ringing, the lifts will be switched off.
 - ii) The main stairs should be avoided for exit from the building.
 - iii) Only the emergency stairs at both ends of the Q-Block be used for going downstairs.
 - iv) The Officers / Officials who exit from R-Block side end should gather in the rear side lawn.
 - v) The Officers / Officials who exit from the parking side end should gather in the footpath or in front lawn.
 - vi) All Officers / Officials may exit smoothly and avoid stampede.
- The Mock Fire Fighting Exercise / Fire Drill and Rescue Operation was carried out in the open area adjacent to Block "Q" (Finance Division), Pakistan Secretariat on 10-13 December, 2018. One F.C.S (Instructor), one LFM and eight (08) Firemen from the Fire Headquarters (E&DM), CDA, Islamabad participated in the demonstration, which was also attended by the employees of Finance Division including females who were trained for this mock exercise and witnessed by Officers and Staff.
- This exercise as a part of awareness campaign coupled with mock demonstration of firefighting and rescue operation inspired and motivated the employees of Finance Division to know, how to react appropriately, in case of emergency / fire eruption.

Naimatullah Khan, Section Officer(Services)



***Major activities of External Finance(C&B)
Wing from July-December, 2018***

International Monetary Fund (IMF) mission visited Pakistan from November 7 to 20, 2018 to hold discussions with the Government following request by the later for a program management. Fund's staff engaged the stakeholders to assess macroeconomics, structural and social protection environment and presented a draft for discussions with the Authorities.

Discussions are still underway between the two sides to reach a staff level agreement on possible program arrangement which will be approved by the Board of the Fund.

Shahid Ali, Deputy Secretary(EFC)



Work Efficiency / Performance Based Survey

The 18th Bi-annual Work Efficiency Survey for the period **January – June, 2018** was conducted to measure performance of all Wings against the following metrics of quality objective:-

- Average duration of days taken by SOs for submission of cases = 0.90 days
- Average duration of delays of files by SOs and equivalent = 0.00 days
- Average days taken for final disposal of cases = 2.10 days
- Percentage of cases disposed off at each level as follows:-

Percentage of Cases Disposed off at each level				
SO	DS	JS	AFS	FS
0.0%	3.6%	22.7%	34.4%	39.93

***Comparison of Work Efficiency/Performance Based Survey (Jan-June, 2018)
with previous Two Surveys***

Activities	16 th Survey	17 th Survey	18 th Survey
	Jan-June, 2017	Jul-Dec, 2017	Jan-June, 2018
Average number of days taken by SOs/ equivalent for submission of cases	1.30	1.02	0.90
Average duration of delays of cases by SOs/equivalent	0.23	0.00	0.00
Average duration of disposal of cases	2.40	2.10	2.10
Percentage of cases disposed off at SO level	1.98%	0.80%	0.00
Percentage of cases disposed off at DS level	7.14%	9.40%	3.60
Percentage of cases disposed off at JS level	28.57%	33.60%	22.70
Percentage of cases disposed off at AFS level	25.80%	28.30%	34.40
Percentage of cases disposed off at FS level	36.51%	27.90%	39.30

Shahzad Zareef, Section Officer (QA-II)



Departmental Quality Assurance Coordinators (DQACs)

The 2nd tier of Finance Division's Quality Assurance Structure consists of Departmental Quality Assurance Coordinators (DQACs), who work within their own Wing under their respective Additional Finance Secretary/Sr. Joint Secretary and look after the implementation level of Wings' Quality Objectives. The strength of DQACs varies on the basis of quantum of tasks. Presently, following are the DQACs:-



Mr. Abdul Malik
Balghari,
Deputy Secretary(PF)



Syed Ahmad Raza Asif,
Deputy Secretary
(External Finance- P)



Mr. Suhbat Ali Talpur,
Deputy Secretary
(Banking)



Mr. Muhammad
Saleem,
Deputy Secretary (PAC)



Mr. Shahid Ahmad
Ch.,
Deputy Secretary (R-V)



Mr. Abdul Waheed
Memon,
Deputy Secretary(HR)



Mr. Shahid Ali,
Deputy Secretary
(External Finance-C)



Dr. Syed Nayyar Shah,
Budget Publication
Officer



Mr. Farooq Ghani,
Section Officer (Inv-II)



Mr. Imran Rashid,
Section Officer (Exp-II)



Mr. Abdul Karim Babu,
Assistant Accounts
Officer (CF-IV)



Ms. Ayezsa Sattar,
Section Officer (BR-III)



Ms. Nargis Bano,
Assistant Economic
Adviser (Population)



Mr. Shehzad Rafiq
Assistant Economic
Adviser (Dev-I)



Finance Division
Government of
Pakistan



Head of Quality Assurance
Ahmed Mujtaba Memon
Addl. Secretary (HRM/QA)



Chief Editor
Khalil Ahmad Ch.
Joint Secretary
(HRM/ QA)



Reviewer
Khurshid Anwar
Deputy Secretary
Quality Assurance



Editor
Ishtiaq Ahmad
Section Officer
Quality Assurance-I