



PROCEEDING REPORT
HR WORKSHOP 2023
BUILDING A COMPETENCY-BASED WORKFORCE
AGANTUK RESORT, DHULIKHEL



OUTLINE	PAGE
SUMMARY	2
DEVELOPING A COMPETENCY– BASED HR APPROACH	3
MANAGING BURNOUT AND STRESS	5
WHISTLE BLOWING	6
HR REGULATORY INSIGHT INTO CURRENT ISSUE & CHALLENGES	8
BUILDING FUTURE-READY WORKFORCES	10
GROUP DISCUSSION	11
CONCLUSION	13
APPENDICES	
Appendix 1: Facilitators' Profile	14
Appendix 2: Program Itinerary	16
Appendix 3: Photo Gallery	17

NATIONAL BANKING INSTITUTE LTD.

Central Plaza, 6th Floor, Narayanchour, Naxal, Kathmandu, Nepal.

T : 977-1-4415903/905, 4436001 • F: 977-1-4441351

info@nbi.com.np • www.nbi.com.np

SUMMARY

The National Banking Institute Ltd (NBI) recently hosted a two-day annual workshop "HR Workshop 2023–Unlocking Potential: Building a Competency-Based Workforce". This workshop was held on June 23rd and 24th, 2023 at the beautiful Agantuk Resort in Dhulikhel. The main objective of this program was to offer valuable insights and actionable advice on how to tackle human resource challenges at both regional and international levels. Participants gained a deeper understanding of effective approaches that can be implemented or reinforced to address these issues.

The opening remark for the HR Workshop "Building a Competency-Based Workforce" was made by Mr. Dhan Thapa, DGM, NBI, who also welcomed all the attendees and experts. The workshop allowed HR professionals to share information, skills, and experiences while learning from renowned trainers. This platform provided opportunities to network and learn about new approaches, strategies, and valuable takeaways applicable in respective organizations and hope to make this workshop informative and engaging.

During the program, Mr. Dev Kumar Dhakal, the Executive Director from Nepal Rastra Bank, Supervision Department shared valuable insights into the regulatory aspects of HR management and discussed the current issues and challenges faced in this field. Likewise, Mr. Arun Kumar Basnet, an Australian Certified Trainer & Assessor, emphasized the significance of adopting a competency-based approach in HR and explored the potential of building a learning culture in the workplace. Mr. Rajesh Khadka, FCCA, Executive, provided valuable insights on managing burnout and stress in a coaching capacity. Additionally, Mr. Sanjay Ballav Pant, Head of Conduct, Financial Crime & Compliance (CFCC) and Country Chief Risk Officer at Standard Chartered Bank Nepal Ltd., shed light on the importance of “Whistle Blowing” in an organization.

Furthermore, the participants engaged in group discussions and presentations on various thematic topics.

These topics include:

1. Holiday Training and Employee Engagement
2. Competency Management and Employee Engagement
3. Challenges in Competency Management
4. Competency– Based Career Development & Succession Planning

Arun Kumar Basnet

An Australian Certified Trainer & Assessor

Developing a Competency-Based HR Approach

Mr. Basnet started the presentation by highlighting on question **What do you require to be a fastest sprinter?**

The 100m Sprint Requires:

1. Quick reaction time to an auditory signal
2. Explosive starting and acceleratory strength
3. High velocity stride frequency
4. Power to generate
5. Maximum force in the right direction to generate both vertical and horizontal propulsion

The requirements to be a fastest sprinter, such as physical fitness, technique, mental focus, and proper nutrition, can be applicable in HR by shaping mindsets, strategies, and approaches related to performance management, talent acquisition, leadership development, and employee well-being.

The second topic discussion was on **How are we managing our HR Operations?**

The BFIS sector is a critical sector that contributes to the overall economic growth of Nepal. As such, the HR operations in this sector aim to attract, develop, and retain a skilled workforce that can help organizations achieve their strategic goals.

He discussed **HR operation in BFIs** involve the following basic activities:

1. Recruitment and talent management
2. Performance management
3. Employee engagement and wellness
4. Compensation and benefits

Based on various qualification standards, there will be a distinct strategic goal for different level employees. The Bank reserves the right to not recruit all candidates at once and may appoint less than the designated number, depending on its immediate needs. Successful candidates will be employed gradually within the year of the publication of the results, in accordance with the Bank's requirements. Additionally, we encourage suitably qualified differently abled candidates to apply. All aspirants must possess advanced communication and computer skills, with competence in both written and spoken Nepali and English languages. We seek individuals with a charming persona, superior interpersonal abilities, an eagerness to improve, and the ability to work independently or collaboratively within a team. A positive attitude, as well as the ability to take initiative is crucial in this role.

Mr. Basnet discussed the **Competency Framework** as:

1. Core Values
2. Professional Competencies
3. Operational Competencies
4. Management Competencies

He emphasize A skills inventory and competency dictionary for the organization defining core values, professional competencies, operational competencies, and management competencies is necessary in any organization. There are different level of competencies based on the skills, core, functional and technical. These competencies need to be aware at all the level which may require proper communication, demonstration and can be trained in core professional skills and managerial ability to aid individual contribution and based on the framework competency benchmark is determined.

To Sum Up

- **Shifting Role of HR**

The role of HR has evolved from a traditional administrative function to a strategic partner in driving organizational success.

- **Employee Selection**

Identify and recruit individuals who possess the required skills, competencies, and cultural fit to contribute to the organizational goals.

- **Employee Development**

Facilitate employee development programs, training initiatives, and career growth opportunities to enhance employees' skills, knowledge, and capabilities.

- **Motivation & Engagement**

Implement employee engagement initiatives, recognizing achievements, providing feedback, and creating a positive work environment.

- **Alignment with Organizational Vision**

Communicate the organizational vision, values, and goals to employees and help them understand their role in achieving those goals. By fostering a sense of purpose and alignment, HR can create a cohesive and high-performing workforce.



Mr. Rajesh Khadka, FCCA, Executive Coach

Managing Burnout and Stress

Burnout and stress are common issues in many organizations, and they can have a significant impact on employee well-being and productivity. HR's role in stress and burnout management can be crucial. They can develop prevention strategies, offer wellness programs, promote work-life balance, provide support and resources, and foster a positive work environment to help employees manage stress and prevent burnout.

The main highlight of the program includes:

- Neuroplasticity—the science behind meditation
- Mindfulness
- Cultivating loving-kindness & Compassion
- Stress & Burnout

The facilitator includes guided meditation for participants to practice for around 15 minutes in addition to talking about mindfulness, compassion, and stress management. Employees can effectively manage their stress levels by modeling a healthy meditation posture and suggesting that they practice it at work. Additionally, meditation has been shown to have positive effects on both mental and physical health, including improved emotional control, strengthened brain connections, and enhanced stress management and decision-making abilities. Along with meditation, practicing self-compassion, loving-kindness meditation, and gratitude writing can help to increase mindfulness and compassion in daily life. Overall, these sessions were extremely helpful in raising workers' quality of life. The participants really enjoyed this workshop.

In summary, Mr. Khadka discuss various components such as Emotional Intelligence, Mindfulness, Appreciative Inquiry, Psychological Flexibility, Financial Wellbeing, Resilience, Leadership Coaching, Empathetic Communication, and Optimal Performance for individuals and groups, covering leadership, personal development, and conflict management, among others, to help find balance in the digital age and foster social intelligence.



Mr. Sanjay Ballav Pant

Head of Conduct, Financial Crime & Compliance (CFCC) and Country Chief Risk Officer
Standard Chartered Bank Nepal Ltd

Whistle Blowing

Mr. Pant shared that the NRB's risk management guidelines have a requirement for employees to speak up when observing new or excessive risks in an open and respectful atmosphere. He highlighted that the Sexual Harassment at Workplace (Prevention) Act, 2014 (2071) also includes a provision for punishment if anyone is convicted of committing sexual harassment against an employee or customer, with imprisonment not exceeding six months or a fine not exceeding fifty thousand rupees, or both.

He Emphasized the Whistle Blow into three W/H questions as:

1. Whistle Blow

It is about revealing information on activities within a private or public organization that are deemed illegal, immoral, illicit, unsafe or fraudulent. Such activities are largely harmful to the employees and the organization.

2. Why to Whistle Blow?

To safeguard the organization

To identify issues, misconduct and deal with them

3. When to Whistle Blow?

If you see anything that doesn't feel right especially misconduct.

E.g. Failure to comply with laws

Doing anything which has or is likely to have a negative effect on our reputation or financial well-being



During the discussion, the speaker addressed the topic of Conduct Risk which refers to the potential harm to an organization's reputation, employee morale, or business operations due to mishandling of whistleblowing activities, which can discourage reporting and harm the organization's reputation. To manage conduct risk, companies must create a transparent and supportive environment where employees can report grievances safely and confidentiality is maintained.

Further, He address that “Managing Conduct Risk is essential to guarantee positive outcomes for stakeholders, foster a competitive and sound market, and maintain a safe and fair work environment that is free from discrimination and abusive conduct”.

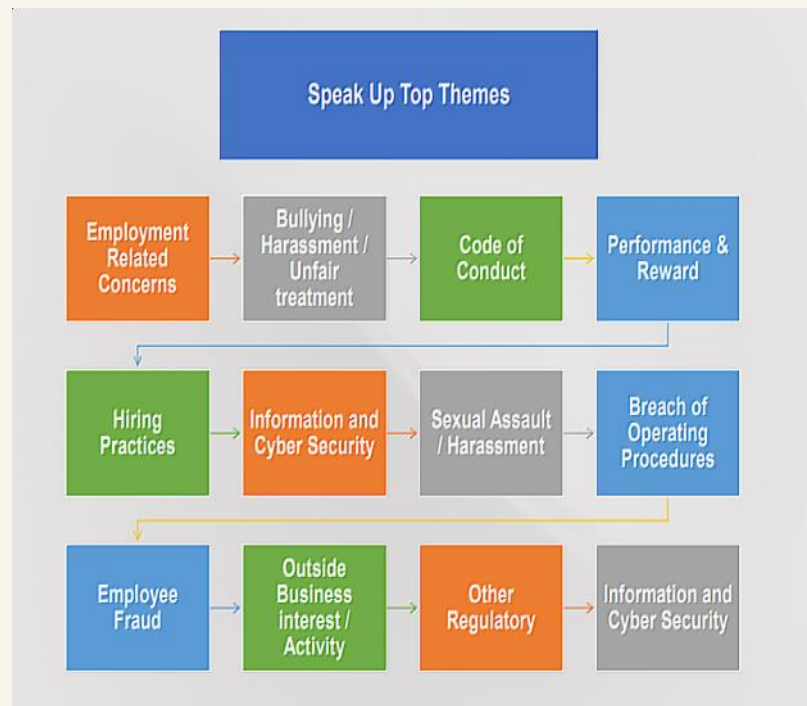
Various Sources of Misconduct: Institutional and Individual



He talked about how to manage conduct. There are various ways to manage conduct as:

1. Identify risks, plan, and close actions
2. Encourage individual responsibility and awareness
3. Monitor with conduct metrics
4. Top and internal tone.

The key statement in his session was that whistleblowing plays a crucial role in managing organizational conduct, and organizations should encourage open and respectful communication among employees to identify and address misconduct. Mr. Pant also emphasizes the importance of managing conduct risk to ensure a safe and fair workplace environment.



Mr. Dev Kumar Dhakal

Executive Director, Bank Supervision Department, Nepal Rastra Bank

Regulatory Insights into the Current Issues and Challenges of HR Management

Mr. Dhakal highlighted the provisions for operational risk management include implementing policies and procedures, developing an effective internal control system, and maintaining rules of conduct for employees. Employee-related risks can be reduced by effective employee posting and transfer. Efficient employee training and skill development programs should be implemented, and the board of directors should create and implement procedures related to improving employee efficiency. A staff service facility committee is necessary to provide support for remuneration determination policies and review performance evaluations. Manpower management should include developing job descriptions and progress evaluation indexes.

Further he highlighted the key issues and challenges as:

- Fairness and Transparency in Recruitment and selection,
- Clear HR development Policy
- Fair treatment among the employee
- Inadequacy in training need assessment
- Inadequacy in Trainings
- Decreasing Discipline and Moral
- Increasing Operational Risk, Especially from HR side,
- Staff Retention
- Hierarchy Gap
- Remuneration and benefit
- Work life Balance
- Inadequate Staff rotation , Transfer and Deputation
- Reward and punishment
- Motivation
- Unionism
- Grievance Handling
- Profit rather than Stability



He highlighted the Key HR Issues in Merger and Acquisition

- Staff adjustment,
- Cultural differences among the institution,
- Lack of Cultural mix-up within the employee,
- Differential Behavior among the employee,
- Job insecurity,
- Difference in salary, benefit and other provisions (demotivation),
- lack of ownership
- High staff turnover

Way Forward

- Establishment of separate Institution for recruitment and selection,
- Clear plan and policy for HR,
- More focus on Training and development,
- Right man in right place at right time,
- Rotation and transfer to minimize operational risk,
- Participative management,
- Proper grievance handling,
- Reward and punishment based on performance and miss-conduct,
- Focus on Stability, financial health

Mr. Khagendra Bahadur Basnet
Director, Human Resource Department
Buddha Air

Building Future-Ready Workforces: Insights and Experiences in Adopting a Competency-Based Approach

The world of work is changing rapidly due to automation and technological advancements, making it necessary for organizations to build a future-ready workforce. Mr. Khagendra Bahadur Basnet, discuss on the history and development of Buddha Air Pvt. Ltd. The Airline recognized the need for air transportation in Nepal and registered the company in 1996. Currently, the airline has 15 aircraft and operates 15 national and international destinations every day. Despite the challenges faced in the initial days of recruitment and infrastructural development, Buddha Air has managed to create a competent workforce by frequently providing training and creating a work environment that allows for continuous learning and development. The focus now is on competency mapping, assessing and developing talented employees as successors, incorporating the latest technologies in training programs, and creating a culture of work-life balance and employee security. As Buddha Air, they are committed to social involvement and strive towards quality over quantity.



Forging Future-Ready Workforces through

- Work to bridge the gap between Academia and the corporate world.
- Ensure employee security, motivation, and provide a clear career growth path.
- Create good working environment & culture in organization and the improvising HRIS systems.
- Improving documentation system of every activity in the organization and focus on achieving quality over quantity

Summing up

- Embracing competency-based HR system poses challenges, yet reaps substantial rewards.
- It requires commitment, investment in resources, and a cultural shift within the organization.
- As Buddha Air, have made substantial investments to develop better and competent human capital.
- Creating social involvement platform.

Group Discussion Held at HR Workshop

Topic: Holiday Training & Employee Engagement (Group 1)

Current Status

- Numerous Training conducted during holidays
- Unwilling to participate

Way Forward

- Virtual training sessions
- Replacement Leave
- Work from home option
- Morning session/ Friday
- Focus on-the-Job training
- E-learning Sessions (Short-term)



Competency Management and Employee Engagement(Group 2)

Current Status

- Burning Topic
- Basic need fulfillment as per the regulatory body
- Lack of awareness amongst the employees as well as the organization/HR regarding the competency management.
- Organization/ HR has not taken the employee engagement seriously.
- 9% engagement

Way Forward

- Competency Mapping (CM) / GAP Analysis
- HR needs to draw a proper roadmap for providing the space for required competencies/ Skills which further leads to employee engagement drawing the expected output.
- Various Employee engagement activist (Such as reward/salary increment is a must for dynamic & ongoing competency management.
- Proper success planning & delegation of authority to the employer in order to develop the employee engagement synergy effect of competency management and employee engagement.

Group Discussion Held at HR Workshop

Current Context & way Forward Best Practice & Challenges on competency Management(Group 3)

Current Status

- Competency Based Listing Learning and Development (L& D)& Annual Percentage Rate (APR) / Performance Management System (PMS)
- Competency mapping in technical based job role
- Level is not defined
- Lack of standard Policy



Way Forward

- Benchmark for competency mapping (industry wise)
- Align with succession planning (9 grid model)
- T & D (Training & Development) to develop training plans based on gap identified
- Policy redesigning based on CM
- Challenges
- Knowledge based lacking in HR & each line segment
- Biasness & Subjective
- Lack of regulatory guidelines

Competency-Based Career Development and Succession Planning(Group 4)

Current Status

- 3% of staff salary allowance is allocated for training and development which is not properly utilized.
- Policy exist difficulty in implementation
- Skill-Based Strategy
- General Laser Path
- Technology-Leverage not possible

Way Forward

- Compulsory L& D unit, L&D calendar competency driven staff L&D investment plan, knowledge gap identify.
- Input from team based strategy list define rigorous list.
- Specific career path mentorship program, employee tracking system future leadership plan competency leveraging technology.

CONCLUSION

In closing remarks, Mr. Kumar Lamsal, CEO of National Banking Institute, talked about the different sessions held in the training. In the first session, Mr. Arun K. Basnet emphasized the importance of creating a good learning environment in the banking and finance industry. Mr. Lamsal added that it's important for HR to get feedback from employees and create a recognition environment.

The second session was about competency-based HR management and people development. This means that HR should identify gaps in employee skills and help fill them. Mr. Lamsal also mentioned that the NBI has requested to NRB to set a benchmark to measure their success in training and development.

The third session discussed managing burnout and stress. Mr. Lamsal emphasized the importance of empathy, respect, and fairness in solving conflicts and grievances, which leads to better employee satisfaction and productivity.

The fourth session focused on whistle blowing, which is an important part of managing organizational conduct. It's important for organizations to encourage open communication among employees to identify and address misconduct.

Mr. Lamsal also talked about the importance of training in the banking and finance industry. He explained that Banks and Financial Institutions need to focus on training for their goals and strategies. He pointed out that investing in training is important in managing risk, just like with protecting airplanes. Training helps prevent mistakes that can impact the economy.

Lastly, Mr. Lamsal thanked the facilitator, banks, financial institutions, and participants for their active engagement in the program and for constantly supporting it. He also reminded everyone that learning never ends.

Facilitators' Profile



Mr. Dev Kumar Dhakal
Executive Director
Nepal Rastra Bank Ltd

Mr. Arun Basnet

An Australian Certified Trainer & Assessor

Organizational Development and Learning & Development have been Arun's core expertise while providing his training and consulting services to corporates and non-profit organizations. Arun Basnet has been actively engaged developing leaders and teams through his several leadership roles as a Managing Director, Director, CEO, COO, OD, and LnD Consultant. Being a certified Trainer and Assessor, Arun believes the process of Training and Assessment is a crucial component of making any learning program a success. Similarly, Arun focuses a lot in organization alignment, to create a successful L&D initiatives in any successful organization.



For the last 7 years, Arun has been working actively with Nepali organizations at strategic and operational levels to improve organizational performance through developing Coaches, Mentors, Managers and Community-based Influential Leaders.



Mr. Sanjay Ballav Pant

Head of Conduct, Financial Crime & Compliance (CFCC) and Country Chief Risk Officer, Standard Chartered Bank Nepal Ltd.

Facilitators' Profile



Mr. Rajesh Khadka FCCA, Executive Coach

Leadership Behavioral Awareness

Personal Development Mindfulness

Mr. Rajesh is a Buddhist meditation teacher and has been teaching, training and guiding people in the UK, Belgium, Denmark, Australia, USA, Chile and Nepal for over two decades.

As a professional Chartered Accountant with experience of working in the corporate and banking sectors as Vice President in the UK for twenty years, he has made an impact on the personal and professional lives of many across the globe. He runs a business as an executive coach and change specialist.

Mr. Rajesh has the rare ability to captivate an audience whilst delivering highly engaging, and insightful learning to those seeking innovative and effective personal development skills that work. His sessions have helped many individuals create new and exciting life opportunities, whilst assisting many individuals to become better versions of themselves.

Program Itinerary

Time	Details
Day 1 (23rd June, 2023), Friday	
8:30am-9:45am	Breakfast & Registration
9:45am-10:00am	Introduction
10:00am-11:30am	"Developing a Competency-Based HR Approach: Maximizing People Development" By Mr. Arun Basnet, An Australian Certified Trainer & Assessor The session will focus on the importance of adopting a competency-based approach in HR practices and emphasizes maximizing people's development.
11:30am-11:45am	Tea/ Coffee Break
11:45am to 12:45pm	"Unleashing the Potential of Building a Learning Culture: Overcoming Challenges and Driving Success" By Mr. Arun Basnet, An Australian Certified Trainer & Assessor In this interactive session, we will delve into the complexities of building a learning culture within organizations. Rather than focusing solely on why it may be failing, we will explore the challenges that organizations face and identify strategies to overcome them.
12:45pm-1:30pm	Lunch Break
1:30pm to 3:00pm	Managing Burnout and Stress By Mr. Rajesh Khadka, FCCA, Executive Coach
3:00pm to 3:45pm	"Whistle Blowing" By Mr. Sanjay Ballav Pant, Head of Conduct, Financial Crime & Compliance (CFCC) and Country Chief Risk Officer, Standard Chartered Bank Nepal Ltd.
3:45pm to 4:00pm	Tea/ Coffee Break
4:00pm to 4:10pm	Group Division for Group Discussion & Presentation on various Thematic Topics <ol style="list-style-type: none"> <i>Holiday Training and Employee Engagement Replacement</i> <i>Competency Management and Employee Engagement</i> <i>Best Practices & Challenges in Competency Management</i> <i>Competency-Based Career Development and Succession Planning</i>
4:10pm to 4:25pm	Tea/ Coffee Break
4:25pm to 5:10pm	"Regulatory Insights into the Current Issues and Challenges of HR Management" By Representative from Nepal Rastra Bank.
6:30 pm onwards	Snacks & Dinner
Day 2 (24th June 2023), Saturday	
8:00am-9:30am	Breakfast
9:30am-10:30am	"Building Future-Ready Workforces: Insights and Experiences in Adopting a Competency-Based Approach" by Mr. Khagendra Bahadur Basnet, Director, Buddha Air
10:30am-10:45am	Tea/ Coffee Break
10:45am-12:45pm	Group Discussion & Presentation
12:45pm-1:00pm	Wrap Up
1:00pm-2:00pm	Lunch and Disperse

Photo Gallery



Photo Gallery

HR WORKSHOP 2023

"UNLOCKING POTENTIAL: BUILDING A COMPETENCY-BASED WORKSHOP"
23RD & 24TH JUNE 2023, AAGANTUK RESORT, DHULIKHEL

