



26th SENIOR MANAGEMENT COURSE

Monday, 02nd September 2019 to Friday, 20th December, 2019

**GENERAL INFORMATION,
GUIDELINES & INSTRUCTIONS HANDBOOK**

Prepared by
TRAINING WING

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CHAPTER-1

GENERAL

1. Introduction

The National Institute of Management (NIM) Peshawar is a constituent unit of National School of Public Policy (NSPP). The National School of Public Policy (NSPP) is mandated to organize, in service training for Civil Servants from mid career level at National Institutes of Management, Lahore, Karachi, Peshawar, Quetta & Islamabad to the highest level at National Management College (former Pakistan Administrative Staff College) for BS-20 officers.

The National Institute of Public Administration, Peshawar was established in April 1983 as a consequence of government decision to expand its middle management training facilities. NIPA Peshawar trained around two thousand & five hundred officers in the fields of Public Administration, Management, Environment, Urban & Metropolitan Management, Hospital Administration, Computer, Health-Planning & Management, Training of Trainers, Sharia Management and 12 days mandatory courses etc. and 41 Advance Courses till 2005. NIPA also trained international participants from Africa, Central Asian states and Palestine for the above courses.

1.1. Aim

The Aim of the “General Information, Guidelines & Instructions Handbook” is to provide information about modalities of various important training activities, which form part of the Senior Management Course.

CHAPTER-2

TRAINING ASPECTS

2. **Senior Management Course (SMC)**

Senior Management Course is mandatory for the promotion of officers of BS-19 to the next grade. The prime objective for introducing the course was to enhance the capacity of officers at operational and tactical level so that they can perform their role as a public servant in a more effective and efficient manner.

2.1 **Aim and Scope**

Aim:

To enhance the capacity of potential BS-20 officers for effective public service delivery.

Expected Core Competencies:

To achieve the course aim, participants are expected to acquire the principal core competencies of evidence based decision making and problem solving to contribute significantly to the following:

- a) Assisting Evidence Based Policy Formulation
- b) Strategizing Policy Implementation
- c) Analyzing Qualitative and Quantitative data/information
- d) Managing all resources (tangible & intangible including knowledge)
- e) Team Building

Scope:

- a) Familiarize the participants with the national environment so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
- b) Develop participants' understanding of the diversity in Pakistani society (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
- c) Provide in-depth knowledge of governance and administrative structures of Pakistan along with relevant policy processes and implementation strategies.
- d) Enable the participants to apply concepts and techniques of management, operational and technical implementation in the Pakistani environment.
- e) Enhance participants' comprehension about operationalizing strategy.

- f) Equip participants with evidence based research and analytical skills for enhanced performance on the job
- g) Through Workshops, Seminars and other group activities enhance the capacity of the participants in the use of Information & Communication Technology and making it an effective tool of analysis, interpretation, decision making and monitoring.
- h) Through study tours, expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan.
- i) Facilitate participants' good health and introduce variety in their course routine through co-curricular activities and sports.

2.2 **Training Modules and Conduct**

- a) The curriculum of the Course comprises seven modules spread over three terms as under:

Module – 1	National Environment: Internal and External Dynamics (NEI &ED)
Module – 2	Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery (ID&EPSA&SD)
Module – 3	Economic and Financial Management at Operational Level (E&FM OL)
Module – 4	Issues of Operational Effectiveness within Governance Framework (IOE &GF)
Module – 5	Research Methodology & Its Application (RM&A)
Module –6	Study Tours: Field Research (ST : FR)
Module – 7	Information Technology Program (ITP)

- b) Each module is sponsored by a faculty member, who organizes and conducts it in accordance with the curriculum under the overall guidance of the Director General.
- c) Joint Sessions are generally held in the classroom. Guest speakers, who are expert in their own fields, deliver talks on given topics, followed by question and answer sessions to provide the participants an opportunity to clarify and raise issues relevant to the subject.

- d) Tutorial Discussions provide the participants, more conducive environment for candid and meaningful discussion; for this purpose the course members are divided into syndicates. Syndicate refers to a small group of participants who get together under the guidance of a Directing Staff to hold discussions on significant issues in syndicate rooms on a given topic as per course syllabus. Syndicate System enables the Directing Staff to develop a close interaction with a small group of participants in a syndicate meeting at regular intervals. This interaction provides sufficient opportunity to the participants for expressing their views more freely. Additionally, the Syndicate meeting may also provide an opportunity to the participants to discuss with the sponsor DS issues that may require immediate attention. In addition, a few short exercises may also form part of the Syndicate activities.

2.3 **Simulation Exercises (SE)**

Simulation Exercises have been included in the course. The aim of these exercises is to offer an opportunity to the participants to apply their knowledge and skills for developing an integrated governance solution on a public issue so as to promote, protect and further our national interests.

The objectives of these simulation exercises are to enable the participants to:

- Identify and analyze governance issues.
- Prioritize issues according to their importance in a given scenario.
- Sift out the essential from the trivial in a given scenario.
- Develop the skills of working as a team and building consensus.
- Develop presentation skills for effective communication.
- Develop out of the box-innovative thinking.
- Main emphasis would be on “HOW” to think and Not “WHAT” to think

2.4 **Synopsis (SNP)**

All participants will be tasked in turn to write synopsis of at least one lecture/panel discussion during the course. The synopsis shall normally consist of about *1000 words*. The participant would focus on the central theme and recommendations of the speaker’s talk and the Question & Answer Session including the discussion on the subject. The participant would submit his write up both in soft form and hard to the Sponsor of Study Modules and DS (T&C) on the next working day.

2.5 **Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)**

In each term, a written assignment is conducted in class, in which analytical ability of the participants is assessed. The topics selected for these Analysis Papers are generally related to governance and implementation of Public Policy. Progressive and logical development of thought in response to the requirement, brevity, specificity as against generalization, coherence, conciseness and clarity are some of the qualities which participants need to keep in mind to reflect in their performance. Analysis Paper De-Briefing session is held after each AP.

2.6 **Individual Presentations**

a. **Current Issues Presentations (CIP)**

All the participants will make presentation on a current issue relating to politics, economics, social issues, religion, ethics in public service etc. Each presentation will be of 30 minutes including 10 minutes for Question/Answer Session. The participants will submit three (03) CIP topics. However, the Institute reserves the right to assign any other topic. Those participants, who are nominated for Service Group Presentation, will not make presentation on Current Issues.

b. **Service Group Presentation (SGP)**

One hour presentation on selected occupational group represented in the Course will be prepared and made by the senior most officer of that group. The SGP will be for 30 minutes followed by a 15 minutes Q&A session. The Q&A sessions may be handled by each presenting officer alone or he/she may ask all or some of his Departmental colleagues to join him/her. Aim and Scope and the proposed Format for SGP is attached as **Annex-A**.

c. **Course Review Committee Presentation (CRCP)**

A Course Review Committee is constituted comprising one chairman and 12-15 members. The committee prepares a report about the course curriculum and extra curricular activities by taking views of all the participants of the course. The aim is to seek comments and recommendations on the course by the participants with a view to further improve it. This report is then presented to the course participants in a 2 hours session; 1 hour presentation and 1 hour review by the guest panelists and faculty. The schedule of CRCP will be notified in weekly program.

2.7 **Individual Research Paper (IRP)**

- a) Each participant is required to write one Individual Research Paper (IRP) of 10000 words. Participants will submit three topics for the Individual Research Paper in order of priority (not related to their current job). The Institute reserves the right to assign any other topic to the participants. Selected topics along with the name of the Faculty Advisors will be conveyed to the participants. **The three topics for IRP must be submitted at the time of registration.**
- b) The participants can seek detailed guidance from their faculty advisors and the Chief Instructor about any aspect of the Individual Research Paper.

2.8 **Peer Rating**

In each term, an individual exercise is held in the form of Peer Rating. The aim is to develop a sense in the participants about rating their colleague participants on the basis of three shades of personality i.e. *“As a Friend”, “As a Leader” and “As a Professional”*.

2.9 **Submission of Papers/Reports**

The participants **must ensure** to submit 3 hard copies along with a soft copy of **each report/assignment/task given to them** during the course like, Individual Research Paper (IRP), Simulation Exercises, Inland Study Tour (IST), Case Studies, Current Issues/IRP Presentations, Synopsis etc as per the following break up:

- a. Sponsor DS (1 hard copy)
- b. Training Wing (2 hard copies & soft copy through Email: nim.psh@gmail.com).

2.10 **Guest Nights**

During the course of the program of studies the Institute will invite guest speakers of repute to speak on different national issues as extension lectures. These extension lectures are scheduled in the evening. Attendance on such occasions is mandatory in formal dress.

2.11 **Course Coordinator**

Participants would be assigned the duties of **Course Coordinator** during the course. The Course Coordinator will act as link between faculty and the participants. He/she will be responsible for communicating all the directives/instructions issued from time to time by the Director General, Chief Instructor, Directing Staff (Trg. & Coord) to the participants for compliance.

The course coordinator is to ensure class discipline and punctuality. The course coordinator will submit the daily attendance sheet, marking the absentees and the late comers during each session, to the DS (T&C) 10 minutes after the start of each session, unless indicated otherwise. He/she will also ensure that all participants are present in the classroom (*5 minutes before the start of session*) after every tea and lunch breaks. The names of the Course Coordinator will be indicated in the weekly schedule.

2.12 **Classroom Modalities**

- a) Classes will commence daily with recitation from the *Holy Quran (Tilawat)*
- b) Participants are required to be seated five minutes before the start of every session.
- c) Classroom environment in the SMC is congenial but formal. **Dress code for the classroom is indicated at para 2.18**
- d) **Mobile telephones are not allowed** during the class.
- e) Participants are expected to rise on arrival of Guest speaker(s)/ Panelists as a mark of respect. Clapping is not allowed in the class except at the end of the session as allowed by the DS.
- f) After the Lecture Discussion (LD) or Panel Discussions (PD) the length of question and answer session will approximately be 40% of the duration of the session.
- g) The research periods/days will be utilized for research work on IRP etc. and may also be used for discussions on IRPs, Case Studies Research, interviews of the participants.
- h) The timing for training sessions during each week would be as under. However, the timings may be extended, if required:

Monday through Friday 0900-1700 hours

2.13 **Library**

- a) The Institute has a well-equipped Library containing a vast collection of books & periodicals. Books are classified according to the internationally recognized *Dewey Decimal Classification System Edition 20*.
- b) Books are issued for a maximum period of 15 days at one time. Not more than 5 books can be drawn at one time.
- c) Library maintains a Reference Section that has a reasonable collection of books for reference only. Reference books/ materials are marked with the notation

'REF', and are not issued for use outside the Library premises. Journals or periodicals kept in the periodical room are also placed under the category of reference material.

d) The Library timings are as under:

Monday to Friday 0900 to 2200 hours
(with breaks for prayers and meals)

e) Ex-participants of the Institute, officers of government departments, autonomous and semi-autonomous organizations can obtain membership of Library by submitting an application forwarded through their Head of Department. Ex-government employees who are ex-participants but are not in service can also avail this facility. A sum of *Rs.500/-* as refundable Library Security will be deposited for the purpose. Such Library members are entitled to draw only one book at a time. Incase members wish to draw two books (which is the maximum permitted under this facility), the deposit required will be *Rs.1000/-*.

f) Participants of SMC are not required to deposit the usual security for use of Library during the Course. However, every participant, at the end of the Course, will have to obtain a clearance certificate from the Library and hand it over to the Training Wing.

2.14 **Computer Literacy Program**

- a. Computer Literacy Program will be conducted during the first month “Basic Studies and Computer Literacy Week”. Thereafter, if needed, the IT classes will be run in the afternoons, for which a separate program would be notified.
- b. Each participant is expected to acquire sufficient IT skills to prepare his/her own Power Point slides for presentations, type scripts and to surf the net for information.
- c. During presentations by the participants, **the participants themselves will operate the computer.** Colleagues may assist one another while making presentations.

2.15 **Study Tours**

In order to expose the participants of SMC, the Institute organizes Study Tours i.e. Inland Study Tour (IST) and Local Visits for Field Research, within and outside Peshawar.

These tours/visits help in enhancing the understanding of trainee officers about public and private sector organizations.

2.16 **Attendance**

Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, are integral parts of the course. The participants are required to be punctual and regular in attending various training/ academic activities notified by the Training Wing.

2.17 **Leave Policy**

- a) Leave during class days is only permitted on extreme compassionate grounds.
- b) If at all, leave is solicited for unavoidable reasons, prior permission/sanction must be obtained from the Director General.
- c) The participants should route the application through the Directing Staff (T&C) for obtaining approval of the Chief Instructor.
- d) Leave on personal medical grounds (sickness) can only be availed subject to the recommendation of the Medical Officer.
- e) Leave availed by a participant will be counted against **7-days** leave.
- f) Any participant who misses a total of **7 days of course studies** (whether with permission or otherwise) would be liable to be withdrawn from the course. **Genuineness of the reason cannot compensate for the loss of learning.** Therefore, no exceptions are allowed.
- g) Leave can be availed through written application on plain white paper.

2.18 **Dress Code**

The participants are required to follow the following dress code in classrooms, library, syndicates, IT Labs and Mess.

Monday - Thursday

- **Lounge Suit or White Shalwar Qameez with black Sherwani** and Shoes with Socks (Boots with laces or moccasins)

Friday

- **White Shalwar Qameez with black Sherwani or buttoned-up closed collar pure black waist-coat**

CHAPTER-3

ADMINISTRATIVE ASPECTS

3.1 Registration

On arrival, the participants would receive their Call name badges. Participants are required to wear their name badges at all times to assist the faculty, other participants, as well as Mess Staff to identify them.

3.2 Pay and Allowances

Participants shall draw their Pay and Allowances from their parent departments/organizations according to the stipulated procedure throughout their stay at the Institute.

3.3 Accommodation

- a. On Campus accommodation for the whole duration of the Course is compulsory for out station participants.
- b. Participants will be provided with accommodation furnished with all the basic facilities on double occupancy basis. The Institute provides bedding and linen.
- c. ***Spouse, Children, Relatives, Friends and Personal servants/attendants are not permitted*** to stay in the Institute for reasons of security and decorum. **However there is a baby day care centre available on campus for Children from 1-4 years on payment basis. The working hours of Baby Day Care are from 08:30 am till 04:00 pm from Monday-Friday.** Hostel attendants allocated to various participants by the Institute have been trained to take care of basic needs of the participants and maintenance of their rooms. However, these attendants will be shared by the participants and expected to provide full time service to any individual.
- d. The participants should be required to obtain prior approval for station leave before leaving the city on quite weekends.
- e. No personal servant guard or driver is allowed to stay with the trainee officer.
- f. In view of the Security conditions, the hostel doors are closed at 12:00 am.

3.4 Mess

- a. The Institute has mess arrangements for provision of breakfast, and refreshments during breaks, lunch, afternoon tea and dinner for the Participants at the Mess.
- b. Dining halls remain closed when the classes are in progress.
- c. All eatables shall *only* be served *in the dining hall*.
- d. Meals shall *only* be served *at the stipulated timings* on all days.

3.5 IT Center

- a. The IT Centre is equipped with computers, printers, scanners, and Internet facility. These computers are linked with the network through a server and a stand-by server.
- b. Internet facility is available in IT Center, syndicate rooms, library and hostel rooms.
- c. **The IT staff is meant only for assistance/troubleshooting and not for preparing participants assignments.**
- d. The IT Lab timings are as under:

Monday to Friday

0900 to 1700 hours

(with breaks for prayers and meals)

- e. **Mini Computer Lab:** Besides two computer labs in the IT Center, a Mini Computer Lab (equipped with computers, internet and printing facility) is also setup in the hostel to facilitate the participants. The Mini Computer Lab timings are as under:

Monday to Friday:

1400 to 2200 hours

During Simulation Exercises:

0900 to 2300 hours

- f. Participants are not allowed to use IT Lab during other training sessions **(IT Lab designated for SMC participant will remain closed during routine training sessions)**

3.6 Visitors

Lectures, panel discussions, syndicate and group discussions, workshops, seminars and all other training sessions are restricted to the participants, the faculty and the visiting faculty. Visitors are not permitted to attend these sessions.

- a. No visitors are allowed to meet the participants during the working hours.
- b. Female visitors are not allowed in the hostels except for the female participants.

3.7 Sports

- c. Sports during course are mandatory.
- d. Sports facilities for Lawn Tennis, Basketball, Badminton, Table Tennis, Squash, Jogging/Walking, Cricket and Gymnasium are available at the Institute Campus.

- e. All participants should bring their own sports gear, shoes and equipment for the sports facility that they want to avail. Consumable such as balls, shuttle cocks will be provided by the Institute.
- f. Markers are available for Tennis, Badminton, Squash & Table Tennis.
- g. Competitions are held during the course in following sports:
 - Table Tennis (Singles)
 - Table Tennis (Doubles)
 - Lawn Tennis (Singles)
 - Lawn Tennis (Doubles)
 - Badminton (Singles)
 - Badminton (Doubles)
 - Walking/Jogging
 - Tug of War

3.8 **Dress for Sports**

- Track Suit
- Joggers/Tennis Shoes
- Shorts/Sports T- Shirts (in summers)

3.9 **Walking/Jogging Track**

The Institute has a Walking Track of 1.38 Kilometers. For smooth functioning and convenience of all the users, the Walking Track has been declared one-way i.e. anti-clock wise.

3.10 **Mess Committee**

- a. A Mess Committee will be constituted from amongst the participants in each term during the course which comprises:
 - a) Chairperson
 - b) Secretary
 - c) Member food (Two)
- b. Tasks of the Mess Committee:
 - a) To oversee the quality of meals/food and services
 - b) To monitor hygienic conditions
 - c) Inform Institute's Management (Admin Wing) about any complaints/suggestions through course coordinator during course review meetings.

- d) Hold fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
 - i. Make recommendations for necessary improvements, if any.
 - ii. Co-ordinate with the cultural committee for food arrangement during the cultural nights.

3.11 **Sports Committee**

- a. Sports Committee will be constituted from amongst the participants in each term during the course with following appointments:
 - a) Chairperson
 - b) Secretary (responsible for organizing all sports events)
 - c) Members (two to four)
- b. **Tasks of the Sports Committee**
 - a) Secure membership from participants for each sport
 - b) Maintain record of the attendance during sports hours
 - c) Organize sports competitions/tournaments for all the sports in consultation with the Sponsor DS Sports (*proposal to be submitted within three days from start of each term*).

3.12 **Culture Committee**

- a. Culture Committee will be constituted from amongst the participants in each term during the course with following appointments:
 - a) Chairperson
 - b) Secretary (responsible for organizing all sports events)
 - c) Members (two to four)
- b. **Tasks of the Culture Committee**
 - a) Culture Committee would be responsible for organizing cultural events in consultation with the sponsor DS. (*proposal should be submitted within three days from start of each term*).

3.13 **Telephone**

- a. The Institute has PABX telephone exchange, numbers of which are **091-9224455-57**. Telephone sets have been provided in all the hostels. A direct dialing telephone set is also available at NIM Hostel for local calls and local mobiles.

- b. The participants are not allowed to make or receive telephone calls or messages when the classes are in progress.
- c. *Telephone messages shall not be communicated to the participants in the classrooms* except in case of emergency with the permission of faculty member incharge. The messages shall be communicated to the participants concerned during break or after the conclusion of the session.
- d. Mobile Phones are **NOT ALLOWED** in Classroom, Auditorium, Syndicate Rooms, Library and IT Center.

3.14 **Lockers Facility**

Locker Facility is available for the participants. Lockers are located outside the classroom. These lockers will be used to deliver incoming mail, reading/ reference material to the participants and notices from the Institute. The participants should check their lockers at least twice a day; once at the start of the session and then in the afternoon.

3.15 **Postal Arrangements**

<u>Incoming</u>	<u>Outgoing</u>
1200 hours	0630 hours
	1145 hours
	1630 hours

- a. The incoming post is received by the Admin Block and to be distributed among the participants. The participants may receive mail on the following address:

**C/o Deputy Director (Admin),
National Institute of Management (NIM),
Academy Town, Peshawar. 25120.**

- b. A letter box is installed adjacent to the Institute's Library, which also indicates time for clearance.
- c. The post office is located inside the campus near utility store. (At back side of the dispensary)

3.16 **Fax/E-mail**

The Institute Fax number is **091- 9224446** which can be utilized for incoming faxes. The email address is nim.psh@gmail.com

3.17 **Laundry**

Laundry services in the Institute can be availed by the participants on payment at the prescribed rates.

3.18 **Medical Facilities**

- a. The Institute has a dispensary with a Medical Officer. However, the participants are required to pay for the prescribed medicines and get reimbursement from their own departments and organizations.
- b. Serious cases may be referred to the Khyber Teaching, Lady Reading Hospital and CMH. The payment, if any, to be made would be borne by the participants and reimbursement, claimed from the respective department/ organization.

3.19 **Masjid**

NIM has a mosque within its premises where all five Prayers and Jumma Prayers are offered on notified timings.

3.20 **Car Parking**

- a. Car Parking areas are located in the front of Hostels and Academic block where the participants and officers park their cars. Parking Lot in front of the new Academic Block (Syndicate rooms) has been allocated for the residential participants.
- b. All the participants are required to collect car park token if they want to avail car parking facility
- c. All concerned are required to observe the speed limit of **25 km/ hour** while driving within the Institute premises.
- d. Car parking facility is available only for the cars driven by the participants themselves.

3.21 **Smoking**

NIM Peshawar has a no-smoking policy. Therefore, smoking is permitted only at the designated places.

CHAPTER-4

NIM FACULTY

&

ADMINISTRATION

1. **Mrs. Farah Hamid Khan, Director General**

Mrs. Farah Hamid Khan joined civil service of Pakistan in 1991 and carries a 28 years' experience of field and desk assignments in the public sector. For the past ten years, she has been in senior management positions and remained closely involved with public policy formulation. She joined as Director General, National



Institute of Management, Peshawar, a constituent unit of the National School of Public Policy in April 2019. Prior to that she held various important positions in her career including; Additional Secretary, Ministry of Interior, Government of Pakistan, Secretary, Higher Education, Archives and Library Department, Government of Khyber Pakhtunkhwa, Secretary, Science and Technology and Information Technology Department, Government of Khyber Pakhtunkhwa, Secretary, Industries, Commerce, & Technical Education, Government of Khyber Pakhtunkhwa.

Mrs. Farah Hamid Khan has done diploma in National Security from National Defence University, Islamabad and recently participated in a workshop of Evidence for Policy Design (EPoD) from Harvard Kennedy School, Cambridge.

FACULTY MEMBERS

2. **Dr. Khalid Mahmood Lodhi, Chief Instructor**

Dr. Khalid Mahmood Lodhi is working as Chief Instructor (SMC) NIM, Peshawar. He is Ph.D. in Finance with Masters degrees in Business Administration and English. He also holds LLB degree. He graduated as Leadership Fellow of Asia Pacific Leadership programme at East West Center, University of



Hawaii, USA in 2009-2010. He also served as Chief Instructor, Senior Management Wing, National Institute of Management, Islamabad. National School of Public Policy, (2015 to 2018) and conducted 4 SMCs & 4 MCMCs. He served in many field formations of IRS in Federal Board of Revenue and his last position was Commissioner of Inland Revenue, Islamabad (BS-20-IRS), Federal Board of Revenue (Since August, 2018). He also remained as Director (Admn & Training) at Public Procurement Regulatory Authority (PPRA) Islamabad. While at PPRA, he provided Technical Assistance to HLSP-DFID funded Project in Health Sector across Pakistan in different areas. He also provided Technical Support in Procurement and Contract

Management to Institute of Social and Policy Studies, Islamabad (part of ILM project funded by DFID). He also helped USAID projects in preparation of different manuals. He has been a master trainer and planned and conducted over 300 workshops on PPRA Rules and Contract Management. He provided trainings to public servants, donors and corporate sector executives. He has been regularly teaching various courses at different universities in Islamabad as a visiting faculty. He has been a visiting guest speaker at National Institutes of Management (NIM) & SMW Lahore, Quetta and Islamabad. He has attended several international workshops, seminars and conferences in prestigious institutions of USA, UK, Italy, Singapore etc. He has also represented Pakistan at many international forums as speaker. He has got 6 research papers published in renowned research journals to his credit.

3. Mr. Muhammad Tayyib, Directing Staff

Mr. Muhammad Tayyib is working as Directing Staff at the Institute. He obtained his Master's degree in Business Administration from University of Peshawar in 1984-85 with major in finance. He has also obtained Diploma in Information Technology from KP, Board of Technical Education. He has authored more than five research publications. In addition, he has attended numerous national and international courses, workshops during the service. He also has designed and conducted training courses in Public as well as Private sectors. He has done both Mid Career Management Course (MCMC) and Senior Management Course (SMC). He has visited INTAN, Malaysia for National Economic Management and Case Study Workshop. His experience of providing training to mid level government officials is spread over more than 30 years. He has been a guest speaker to various universities in discipline of Public Policy, Management and Finance.



4. Mr. Akbar Ali Khan, Directing Staff

Mr. Akbar Ali Khan is working as Additional Directing Staff at NIM Peshawar. He joined Provincial Civil Service in 1997 as PCS (SG) BS-17 and was promoted to BS-18 in 2006 and to BS-19 in 2011. He has done Senior Management Course (SMC) from NIM Islamabad in 2017. He did his Master in Physics from Gomal University, D.I Khan in 1994 and also did Master in Economics from University of Peshawar. He held various positions in the Provincial Govt. of Khyber Pakhtunkhwa



including Deputy Secretary Finance, Deputy Secretary Establishment, Additional Secretary Establishment, Additional Secretary Home, Additional Secretary Health, Managing Director Tanzeem Lissaail-e-Wal Mahroom, Director Social Welfare & Secretary Public Service Commission.

5. **Mr. Ziaullah Shams, Directing Staff (Training & Coordination)**

Mr. Ziaullah Shams is working as Additional Directing Staff at NIM, Peshawar. He joined Pakistan Customs Service (PCS) in Feb, 2000 and belongs to 27th Common Training Program (CTP). He did 25th MCMC from NIM, Islamabad in 2013 and 24th SMC from NIM, Peshawar in 2018. He participated in many training workshops/trainings inside Pakistan and abroad (Turkey, Kazakhstan and Tajikistan) arranged by WCO & UNODC. He served in Federal Board of Revenue (HQ) and also held some very important field positions of Pakistan Customs in different capacities in Peshawar, Abbottabad and Karachi. He has also served as Trade and Commercial Counselor in Embassy of Pakistan, Riyadh from 2007 to 2012. He joined NIM, Peshawar as SMC Faculty in March 2019.



ADMINISTRATION

6. **Mr. Jehanzeb Khan Orakzai, ADS MCMC/ Incharge IT**

Mr. Jehanzeb Khan Orakzai joined NIM Peshawar as Faculty Member in March 2006. He got his Masters degree in Computer Sciences from the University of Peshawar and MS-IT from Institute of Management Sciences Peshawar. He also got an Executive diploma and different certificates in advance computer sciences/IT subjects and a degree in education from the University of Peshawar. Before joining this institute he served as Lecturer at Islamia College Peshawar. He taught different computer science / IT subjects to the graduate and post graduate students at different universities including ABASYN University, SARHAD University, Center of Applied Epistemic and University of Peshawar. He has authored a research thesis on “Urdu OCR” (Optical Character Recognition) and a few research papers on “Urdu Optical Character Recognition”.



7. **Syed Jaffar Shah, Deputy Director (Admin & Finance)**

Syed Jaffar Shah is the Deputy Director in Administration Section. He joined the institute in August 2005. He obtained his Masters degree in commerce from University of Peshawar in 1986. He has over all 18 years of working experience in the fields of Accounts and Administration in Government Sector.



8. **Mr. Asad Zia Siddiqui, Assistant Director (IT/AVO)**

He has been serving in this Institute as Assistant Director IT/AV since 2006. Before joining NIM, he was working as Instructor cum Network Administrator in STI Peshawar. He obtained his Master Degree in Computer Sciences from University of Peshawar in session 2000-2003. He also obtained Masters in Business Administration having specialization in Human Resource from Peshawar University. Currently he is doing MS/M.Phil in Management Sciences. He also got one year diploma in IT & different IT certificates like CCNA, MCP, MCSE, Linux Administration, Wireless Basics, VOIP Infrastructure, CIW, CNT, OCP DBA, CLA, CHT, AOA. He has over all more than fourteen years of working experience in which nine years in Govt. sector & five years in private sector/institutions.



CHAPTER-5

Telephone Numbers

LIST OF IMPORTANT TELEPHONES

PABX Nos: **091-9224455-57**, Fax No: **091-9224446**
Email ID: **nim.psh@gmail.com**, Website: **www.nim.gov.pk**

<u>Name & Designation</u>	<u>Tel.No. (Off)</u>	<u>Ext. (Off)</u>	<u>Mobile Number</u>
Mrs. Farah Hamid Khan, Director General	PS to DG 091-9224444	101 103	-
Dr. Khalid Mahmood Lodhi, Chief Instructor	091-9224449	105	0300-5545554
Mr. Muhammad Tayyib, Directing Staff	091-9224450	108	0334-9118474
Mr. Akbar Ali Khan, Directing Staff	091-9224430	112	0300-5858176
Mr. Zia Ullah Shams, Directing Staff (T&C)	091-9224480	124	0301-8589555
Syed Jaffar Shah, Deputy Director (Admin & Finance)	091-9224443	113	0321-9058838
Mr. Asad Zia Siddiqui, Asst. Director (IT/AVO)	091-9224441	115	0300-5957823
Mr. Muhammad Nadeem Khan, Cataloguer T&C	091-9224424	119	0333-4347479
Mr. Munir Ahmed, Hostel Caretaker	091-9224429	179	0345-9421036
Library	091-9224475	170	-
Quaid-e-Azam Guest House (NIM Guest Hose)	091-9224429	178	-
Liaqat Ali Khan Hostel (NIM Hostel)	091-9224429	179	-
Mr. Mukhtiar Afridi, Cafeteria Manager	-	153	0333-9371567
Mess/ Cafeteria	-	171	-
Main Gate IN	-	172	-
Main Gate OUT	-	173	-
Dispensary (Mr. Arif, Dispenser)		169	0301-8885651
Sir Syed Hostel (PARD Hostel)	-	182	-
National Bank of Pakistan, Town Branch	091-9216308	-	-

26th SENIOR MANAGEMENT COURSE

AIM, SCOPE AND PROPOSED FORMAT

FOR SERVICE GROUP PRESENTATION (SGP)

Aim

1. Through structured and focused presentations, familiarize all participants about Government departments/organizations/service groups.

Scope

2. A SGP should cover following aspects:
 1. Designated senior most participant from each department/organization/ service group to make presentation to the class and share knowledge and perceptions about service matters with other participants.
 2. Highlight the history, evolution, and the present status of department/ organization/ service group.
 3. Discuss issues relevant to the effectiveness of the department/ organization/service group, e.g, training, career planning, incentive, etc.
 4. Bring up both the strengths and weaknesses of department/organization/ service group.
 5. Identify and discuss the future direction and prospects for the growth of department/organization/service group.

PROPOSED FORMAT

3. Following is the proposed format for SGP. The participants designated to make SGPs of their respective departments/organizations/service groups are advised to consult their Faculty Advisors while preparing the SGPs:
 1. Historical evolution of the Department/Organization/Service Group.
 2. Relevant laws governing the organizational structure, size and functions of the Department/Organization/Service Group.

3. Functions of the Department/Organization/Service Group.
4. Management of the Department/Organization/Service Group:
 - a. Human Resource (recruitment and promotion policy).
 - b. Financial Resources.
 - c. Physical Resources.
 - d. Technical Resources.
5. Management style of the Department/Organization/Service Group:
 - 1) Methods and procedures of decision making.
 - 2) Planning.
 - 3) Implementation.
 - 4) Monitoring and evaluation.
6. Identification of issues and problems hindering a successful pursuit of the targets of the Department/Organization/Service Group.
7. Policy options for tackling these problems.
8. Change management for enhancing performance.
9. Relevance of the Department/Organization/Service Group to the changing paradigm of governance and its likely future evolution.

Note: SGP should not be viewed as a defence of the department/organization/service group being presented. The presentation will be assessed for its accuracy of factual data, objectivity of analysis, and implementability of recommendations.