

PART THREE

PREDICTION MECHANISM FOR QUALIFICATIONS EVOLUTION IN BANKING (PREMEQ)

Usefulness and ways for its development

by the negotiators of the parties involved

Vassiliki Georgakopoulou

Dr. in Labour Economy,

Special consultant to OTOE

1. OBJECT - USEFULNESS

The present manual is specifically addressed to the negotiators of both sides (trade unions, Bank Administrations). Its function is complementary to the Technical Manual on the "Prediction Mechanism for Qualifications Evolution in Banking" (hereinafter called PREMEQ for short") which systematically presents the method through which this Mechanism can be planned and applied in the banking sector. Consequently, it presupposes that the parties will study and understand the basic technical and procedural data required in planning and applying PREMEQ.

The object of this manual is to provide information to the parties involved (employers, employees' trade unions) regarding:

- the basic trends prevailing in the banking sector (employment, reorganisation, labour relations);
- the particular importance of preventive Human Resources management and, by extension, of a documented diagnosis with regard to developments in banking skills under modern conditions;
- the basic structure, the institutional preconditions and practices in collective (sectoral - enterprise) bargaining, in the framework of which PREMEQ can and should be developed. The Greek institutional framework on Collective Bargaining in enterprises and in the sector is taken here as an example, and specific reference is made to experiences and bargaining axes pertaining to issues of vocational education and training;
- PREMEQ's potential contribution to a number of crucial issues on bargaining at sectoral and enterprise levels and, more specifically, its contribution with regard to the effective functioning of sectoral infrastructures in the protection of employment (with a specific reference to the sector's Employment Observatory operating in Greece);
- the preconditions for an integrated application of PREMEQ at sectoral and enterprise levels, together with the necessary information, support and equal participation by the Administrations in the Banks and by the corresponding trade unions.

PREMEQ is a result of systematic analyses, exchange of views and experiences between the inter-state partners, the Banks and the experts who participated in the relevant LEONARDO community programme, where the co-ordinator was INE/OTOE.

The application of PREMEQ includes:

- elaborating a common guide for competencies connected with specific fields of knowledge;
- defining levels for competencies which are at present required in each specific profession/job and for each field of knowledge connected with this profession;
- finding and analysing the main factors which influence or are expected to influence the relevant professions in the immediate future;
- probing into the extent of the impact effected by these factors on the required competencies in the particular professions;

- making an evaluation of the changes in the knowledge requirements in every specific profession (extent, type of change);

- drawing up individualised training programmes for:

- a prompt and smooth adaptation of the person having the specific profession to the new knowledge requirements in the same job/profession; and/or

- his/her shifting to a position which will have relevant or similar knowledge requirements.

As we will see further down, the aforementioned are indissolubly bound up with:

- applications in Preventive Human Resources Management;

- planning and implementing modern systems in training/retraining, redeployment/enriching of jobs;

- a planned seeking for alternative jobs for those Bank employees who are threatened with abolition of their position or specific profession.

Consequently, all this cannot and should not leave the social interlocutors unconcerned, as they have a significant tradition of collective negotiations and regulations to show for in this sector.

Much more so since the application of PREMEQ presupposes specific procedures, as it becomes evident from the technical manual; these are:

- a documented social dialogue inside as well as outside an enterprise;

- a systematic exchange of experiences (with regard to the existing specific professions in banks, fields of knowledge and corresponding requirements in every specific profession, and with regard to the factors influencing specific professions, the consequences and ways of managing the subsequent changes);

- a formation and functioning of groups who will elaborate-validate and supervise the correct development of PREMEQ data at sectoral and enterprise levels;

- securing suitable infrastructures for applying and developing the PREMEQ results (education and career planning systems, preventive management/employment protection systems, scheduled and continuously supported labour mobility at enterprise and sectoral levels etc.).

For the smooth functioning and effectiveness of these procedures, the social interlocutors (employers-trade unions) are, and they should be, the first ones to speak through:

- collective negotiations;

- bilateral enterprise and sectoral infrastructures already in existence (Sectoral Committees for Social Dialogue, Employment Observatories, committees for education and protection of employment, committees for equal opportunities etc.);

- ad hoc working-research groups with regard to the application, continuous monitoring, enrichment with new data and dissemination of PREMEQ.