

# HUMAN RESOURCES-OUR VALUABLE ASSET

**By M. N. Caffoor**

**Deputy General Manager,  
Administration and Human Resources,  
People's Bank.**

**T**he Bank is fully convinced that human resources is its greatest asset. Our motto is, "we develop people and people develop the Bank". With this basic belief in the human resource at the forefront, the Human Resources Department has formulated its personnel policies and action plans.

At this juncture of the Thirtieth Anniversary of the Bank, we look back with gratitude, at the spadework done by the Bank's pioneers in building this Bank at so rapid a pace without creaks and buzzes.

The Bank started its business on 1st July, 1961 under the leadership of Mr. Vincent Subasinghe, the Chairman and Mr. W. H. Solomons, the General Manager. The total manpower that was 149 as at 31st December, 1961 stands at 10,406 now. The annual growth, in the human resource during the last 30 years is gigantic.

As the number of people grew rapidly over the last 30 years their management became complex and needed a scientific approach.

The human resource management function has been clearly divided into three distinct functional areas as follows:

- (a) Staff or the Personnel Department,
- (b) Welfare Department, and
- (c) Training or the Human Resource Development Department.

The activities of the Human Resources Department were streamlined in the recent past with a view to achieve higher productivity, especially in the year 1990 which was declared the 'Year of Con-

solidation". Our principal tools of personnel management are motivation, training and staff welfare.

## The Staff Department

Major areas hampering staff motivation have been identified and remedial action is being taken to ameliorate the unfavourable conditions. Some of the major steps taken were,

- (a) Formulation of a promotion scheme,
- (b) Formulation of a transfer scheme,
- (c) Rapid handling of grievances and anomalies, and
- (d) Regular consultations with Trade Unions.

The need for the application of new technology in the field of Personnel Management was realised and work is now in progress with regard to the computerisation of the Staff Department.

## Welfare Department

Staff Welfare is a concept that reinforces the willingness of the employees to continue with the Bank and attracts suitable outsiders for employment in the Bank though it may not be treated as the sole tool of motivating people to produce more and produce quality services.

Some of the new developments in this area are as follows:

- (a) Enhancement of the Staff Housing Loan to Rs. 500,000/- with the Bank contributing Rs. 200 Million every year to augment the Housing Loan Fund. This year and the year 1992 will take care of all eligible employees who could not obtain the Housing Loan.
- (b) The Medical Aid Scheme has been streamlined to an extent that delays have been overcome.
- (c) Wherever necessary, the scope of the Medical Aid Scheme has been wid-

ened to accommodate large bills on account of special treatment and surgery.

(d) The Head Office Staff Canteen has been refurbished and the service improved to offer clean and nourishing food at low cost and in a reasonably good environment.

(e) The Sports Club is being reconstituted with a view to offer more assistance to improve facilities for sports and recreation.

## Training Department

An unprecedented level of activity took place in the Staff Training College in 1990, when the employees of the Bank were afforded the opportunity of participating in at least one training programme. The theme of the year was "Attitudinal Change" through exposure to Human Behaviour and Organizational Behaviour.

In the training programmes of 1991 the main emphasis is on Janasaviya Facilitation training and customer service. The Training College, that had its beginnings in 1967 at Sri Sangaraja Mawatha has now been located at Stanley Wijesundera Mawatha, Colombo 7 in more spacious premises belonging to the Organisation of Professional As-

Table No. 1  
HUMAN RESOURCE DEVELOPMENT  
1961 to 1991

Year	No. of Staff Members.
1961-12-31	149
1962-12-31	220
1963-12-31	760
1964-12-31	970
1965-12-31	1347
1966-12-31	1602
1967-12-31	1692
1968-12-31	1932
1969-12-31	2029
1970-12-31	2314
1971-12-31	2784
1972-12-31	3271
1973-12-31	3365
1974-12-31	3489
1975-12-31	3841
1976-12-31	4710
1977-12-31	5058
1978-12-31	7085
1979-12-31	8018
1980-12-31	9847
1981-12-31	9836
1982-12-31	10240
1983-12-31	10199
1984-12-31	10201
1985-12-31	10041
1986-12-31	9939
1987-12-31	9980
1988-12-31	9905
1989-12-31	9901
1990-12-31	10183

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sociation. It is complete with 5 lecture rooms, a Computer Training Centre and an Auditorium.

With regard to the training methodology, extensive use of audio visual aids and participative workshops are marked improvements to the hitherto adopted classroom lecture methods.

Besides the training programmes conducted by the Training College, Special programmes such as the Management Development Programmes are being conducted by outside reputed institutions such as the Postgraduate Institute of Management under the aegis of the Staff Training College.

More and more opportunities for overseas training are offered to Bank Officers now than ever before. The number of officers trained overseas in 1990 was 108. In 1991 too this trend is planned to continue.

### **Role of Trade Unions**

Employee relations reached a new height in 1990, the "Year of Consolidation" where the Trade Unions took up a common front with the management to improve the working conditions of employees, improve services to customers and to improve overall productivity. It is a clear landmark in the annals of the Bank's history.

Management – Union relations have been continuously improving in an envi-

ronment, where the management has been highly receptive to Trade Union greivances and the unions have been sufficiently patient in their belief that they are being duly heard.

### **Future Vistas**

Our ultimate ambition in Human Resource Management is to be a scientific model for others in the Banking Industry to emulate. It may appear to some as a utopian ideal. Yet, the impossible could be made possible through commitment and concerted effort. Any attempt to manage people has to start from a master plan, which we call the Human Resources Plan. Drawing up of a Human Resources Plan for the Bank will be our sublime achievement this year.