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## **I. DESCRIPTION OF THE METHOD**

During recent years the banking world has undergone vast changes due to the rapidly advancements and evolution of science and technology.

Competition in Banking had been very strong and is expected to be stronger in the future.

The changes occur in banking have direct impacts on both bank jobs and job holders.

The demand is expressed more and more in terms of specific professional COMPETENCIES \* needed and it is becoming vitally important to understand the changes in order to prepare for and adapt to the changing employment environment.

To obtain a global and dynamic perspective we have chosen to approach these changes via an analysis of the COMPETENCIES rather than of the professional activities. One skill can in fact be applied to several professional activities and a person possessing it will have more opportunities for advancement and/or promotion to other jobs.

It is with this in mind that we have developed an approach which allows us to identify the COMPETENCIES necessary in today's banking professions, to study the change factors which may effect these COMPETENCIES in the future and to define the parameters and ways which will allow us to take provision for these changes.

### **M E T H O D**

#### **ELABORATION OF A COMMON COMPETENCIES GUIDE**

##### **DEFINITION OF SKILL PROFILES REQUIRED**

##### **FOR SPECIFIC PROFESSIONS**

##### **ANALYSIS OF THE MAIN FACTORS THAT MAY**

##### **INFLUENCE BANKING ACTIVITIES**

##### **DEVELOPMENT OF COMPETENCIES PREDICTION PROFILES**

##### **FOR SELECTED PROFESSIONS**

##### **STUDY OF THE WAYS TO ADAPT COMPETENCIES**

Firstly we:

- identified the different fields of knowledge which are considered basic to the banking profession and inherent to several different banking jobs
- established 6 professional skill levels for each field concerned.
- developed a guide to banking competencies.

Secondly, we validated the pertinence of the fields and levels of competencies defined and established the levels required for two specific professions: Branch manager and bank teller.

These two professions were selected because it is likely to be seriously affected by changes in the near future.

Next we defined and examined probable change factors and forecast their impact on the competencies required in banking jobs.

Finally, we defined the different ways to face the consequences of these changes.

