Kostas Liapis

Manager of Planning Department,

Bank of Piraeus

I. Brief description of the mechanism to be developed

Objective: Development of a prediction mechanism to be used in forecasting the changes in banking specializations as well as the required action/s.

1. WEIGHTING FACTORS

Evaluating the domains among themselves we can define a weighting factor for every domain.This will lead to the total evaluation of position and will contribute to the total evaluation of position after the impact of the evolutional factors.

2. EVALUATORS

For the validitity of the evaluation of the domains for each work position, evaluation made by structured EVALUATORS is required. (e.g. holder of a position, supervisor of position holder, experts etc) The analysis mentioned above could be expanded by placing weighting factor for every evaluating team or these factors could come up from the size of the propagation within each team out of the total propagation of the evaluations.

From the above mentioned we will be able to create a "UNIQUE TABLE of EVALUATION" of domains for each work position including all the above issues.

3. EVOLUTIONAL FACTORS

The evolutional factors change the relationship between the activities of the position and the required levels of each domain. They may also add or delete an activity which will lead to relative changes.

The content of the domains as well as their levels may change only when a significant technological or scientific discovery takes place.

3.1 The evolutional factors, by changing the relationship between the activities of a position and the levels of knowledge in each domain, re-establish the evaluation of the domains for each position.

3.2 The difference between initial evaluation and final evaluation, after the impact exercised by the evolutional factors, is called "Degree of Influence"

3.3 To be able to quantify these changes, it is necessary to know the "Degree of Influence" and its implications in terms of changes in the level of the domains.

3.4 After the above steps, it is possible to transfer the "Degrees of Influence" and their implications to the initial tables concerning the evaluation of each position. The changes per position may be coded by using the method of "Distance Analysis" into 3 categories:

F Dramatic changes ή Elimination or embodiment of a work position

F Moderate changes ή Need for intensive training or similar actions

F Minor Changes ή No special action needed

More specifically the following methods will be considered1:

• Analysis of similarity -distance /Rank correlation test Spearman-Kendal-Pearson

• Variance-Covariance analysis

• Regression logistics

• Principle component analysis

• Factor analysis

- Correspondence analysis

- Cluster analysis.