

6. PRECONDITIONS FOR THE APPLICATION OF PREMEQ BY ENTERPRISES IN THE SECTOR

As shown by European experience in the application of similar methods in Banking, the effective (and mutually advantageous for Banks as well as for employees) application of PREMEQ presupposes:

- a) active participation at all levels and broad consensus by all the parties involved: the bodies for the strategic planning of the Bank, the Human Resources Management, the specialised functional units of the Administration and the Network, the collective representation, but also the individual employees in those cases where they are directly involved;
 - b) a general philosophy in the Bank which gives to the 'human factor' the place and significance it deserves and which upholds the principles of essential participation and information, dialogue in good faith, transparency, systematisation and equal opportunities to all with regard to professional development;
 - c) the existence of long-term targets and strategy for the modernisation-development of the Bank, which will not allow for a piece by piece and circumstantial handling of any needs. Also, the existence of specific time frameworks-a scope for programming, for making decisions and choices which will combine the direct with the medium-term targets;
 - d) the development of sufficient infrastructures for information-quantitative and qualitative documentation with regard to:
 - the strategic aims of the Bank;
 - the state, potential and perspectives of its human resources;
 - the specifications of tasks and qualifications per job or category of similar jobs;
 - the inflow and outflow of personnel at present and in the future;
 - the state of labour market;
 - the evolution of work objects and specific professions in banking;
 - the existing level and future needs in education, specialisation, administrative capabilities etc.
 - e) the clear definition of the population of reference, grouped into categories suitably adjusted to the particularities of the Bank specific professions and work categories;
 - f) the use of specific techniques for a description-classification of the existing and predicted jobs, on the basis of the tasks, the necessary qualifications or the basic activities in which they are included.
- As a whole, a detailed grouping of jobs and specific professions is required, so that it will be possible to make a comparison between the existing and the desirable or necessary future labour structure, and trace the specific needs and required measures;
- g) securing a systematic connection and cohesion of the Bank's strategic aims with the policies of human resources training-development. More specifically, there should be a specific strategic planning in the framework of which the social-labour component would not be marginalised;
 - h) the existence of modern social ethics, of a sincere will for essential protection and upgrading of labour, for development of an essential dialogue, information and participation of employees at all stages and applications of the programming procedure;
 - i) finally, sufficient information to employees. The acceptance on the part of the employees of modern methods on human resources development is connected, on the one hand, with the positive climate of communication and confidence in labour relations and, on the other hand, with the Administration's sincere will to develop truly participatory procedures for the protection and upgrading of employment.

Of course, one should not underestimate the difficulties, the significant investment cost and the problems; these are connected with the choice and application of every integrated, mutually acceptable, functional and flexible system of human resources programming and of planning the corresponding needs for its training-continuing education.

However, the challenges of the epoch are such that they command also an essential modernisation in the Human Resources policy in the Banks, through suitable infrastructures, suitable tools and on the basis of a new participatory philosophy for the administration.

The challenge of the modernisation of a Bank is not raised in terms of quantitative indices, market shares, operating costs and attraction of customers through suitable products and reliable qualitative services. It is raised also in terms of a prompt and systematic support, recognition and satisfaction towards its "internal customers", one of the determining factors regarding the competitiveness, reputation and reliability of every modern Bank in the internal and international market: its Human Resources.