

# Human Resources

The human resource policy of a company known as the People's Bank must live up to its name; both our staff and our customers represent the people of Sri Lanka. Our duty to that people is reflected in all our doings, but no more so than in our constant efforts to enhance our human resources in terms of both capability and delivery.

This is reflected in a developmental approach to human resources, which involves preparing our workforce to meet the growing challenges of our industry. This approach turns the spotlight inward on employees and their needs. This project of developing and shaping people and skills to perform in a dynamic operational environment is an ongoing one.

One of the main components of the approach is a performance-oriented organisational culture that engages and effectively deploys individual expertise. We actively promote team-building among our dynamic, dedicated workforce even as we equip each individual with skills and knowledge appropriate to his or her task. People-related matters such as product development, customer service and overall productivity are given full shrift, drawing a corresponding response of involvement and dedication from the people themselves. A progressive work plan, renewed annually, offers clearly defined tasks and responsibilities which our people pursue within a culture of dynamism, pragmatism and performance.

In terms of HR planning, the Bank has taken a two-pronged approach, working towards its goals while simultaneously adapting to change by renewing both its organisational structure and its work culture. The impact of this new approach is apparent in the new levels of commitment and productivity reached by staff at all levels.

In our drive to revitalise one of Sri Lanka's oldest State banks, 'changing the corporate mind' has been a key concept. A new outlook has been of immeasurable help to the Bank as it strives to grow and remain competitive in a rapidly-changing business environment.

## Staff Strength

	2007	2006	2005	2004	2003
Employees	<b>8,416</b>	9,645	9,531	9,592	10,145

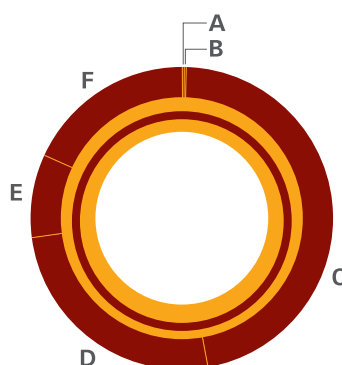
## Staff Profile 2007

	2006	2007
Corporate Management	18	<b>22</b>
Executive Management	30	<b>29</b>
Staff Officers	4,476	<b>3,913</b>
Allied Grades	2,248	<b>755</b>
Staff Assistant	724	<b>2,184</b>
Others	2,149	<b>1,513</b>
Total	9,645	<b>8,416</b>

## Building Our Human Resource Base

In 2001, People's Bank began restructuring to improve resource utilisation and rationalise its organisational structure. One immediate effect has been demographic, as young people join the Bank at junior levels. In 2007, the Bank recruited 300 trainees, all of whom underwent a comprehensive induction programme. In addition to this induction, all trainees receive four days of formal instruction at the Bank's Training Centre every six months.

On-the-job training is effectively monitored, with trainees exposed to all departments of branch activity. There is a definite orientation toward better customer care and empathy.



Staff Profile 2007

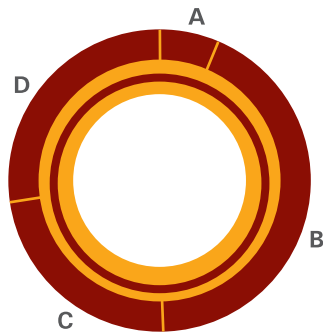
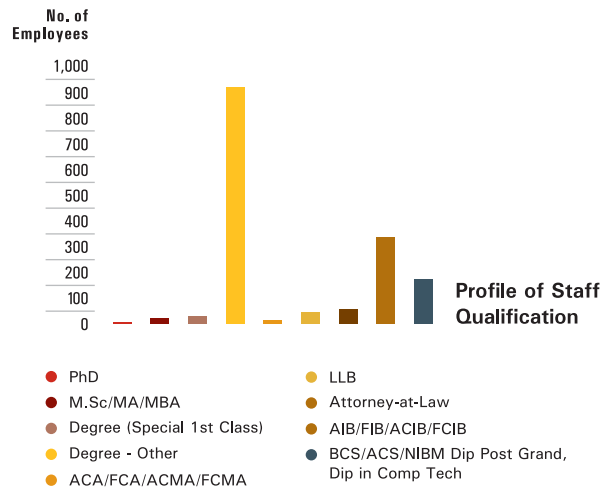
- A - 0.3% - Corporate Management
- B - 0.3% - Executive Management
- C - 46.5% - Staff Officers
- D - 26% - Staff Assistant
- E - 9% - Allied Grades
- F - 18% - Others



# Human Resources

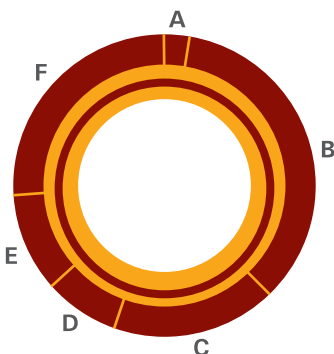
The recruitment process is designed to ensure that recruits not only fill the immediate vacancy but also show potential to add value to the organisation in the long term. In order to assure this, our recruiters follow a stringent recruitment process, which ensure that new entrants not only have the pertinent skills, knowledge and experience but also display a positive attitude that harmonises with our corporate values.

The Bank held its annual 25 Years' Service Awards Ceremony at BMICH on 23rd September. 813 employees were felicitated, each receiving a gold sovereign and a certificate of appreciation.



**Staff Service Analysis 2007**

A - 6.4% - 31-40 years      B - 43.2% - 21-30 years  
C - 23.1% - 11-20 years      D - 27.3% - 10 years & Below



**Staff Age Profile 2007**

A - 2.9% - 56-60      B - 35.1% - 51-55  
C - 17.5% - 46-50      D - 7.8% - 41-45  
E - 10.5% - 36-40      F - 26.2% - 35 & Below

## Training & Skills Development

The Bank continued to invest substantially in training. The budget allocated in 2007 was Rs 68.05 Mn, invested in a total of 492 training programmes for a total of 14,448 employees (a total of training days 20,988) in the year under review. Participation figures reflected the great interest and enthusiasm with which training is regarded.

Major areas covered were management, credit operations, customer service and attitude development, computer and technical skills, auditing and marketing. The focus under each of these headings was on areas where particular development was felt to be needed.

## Investment - Training and Development


	2007	2006	2005	2004	2003
Rs Mn	52.9	33.3	32.5	24.1	29.3

Training goes hand-in-hand with staff development, ensuring that people at every level are familiar with new industry trends and developments. Training is structured in keeping with this needs-based approach. Programmes address current needs and attempt to fill identified gaps.

## Training & Development

	In-house	Local	Foreign	Total 2007	Total 2006
Programmes	356	118	18	492	507
Training Days	20,241	590	157	20,988	25,791
Participants	14,013	399	36	14,448	14,286





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From top corporates  
through SMEs to the  
farmer, ours is a Bank  
for all – proof?  
Our Products and  
Service Portfolio!

# Human Resources

The Bank Training College continued to play its central role in staff development. A special focus in the year under review was the enhancement of employees' IT skills. Training on risk management was another area that received priority in view of the compliance requirements associated with BASEL II and set to be adopted in 2008.

The regional centres took a peripheral approach, giving special attention to training needs identified in their respective areas. Many held training courses in Micro Finance and SME finance. In some cases, course content was informed by knowledge gathered among local consumers.

In an important new staff-development initiative, the Bank made available a loan facility of Rs 500,000/- for staff wishing to pursue postgraduate studies. The loan is to be repaid on successful completion of the course of study.

## Driving Performance

To encourage employees to give of their best, the Bank initiated a new Performance Appraisal System (PAS) for all officers of Branch Manager Grade and above. The system has shown very positive results, becoming a major driver of executive performance. It motivates and promotes performance through reward structures, promotions and career-path mapping, improving goal-orientation and competitiveness.

PAS has also opened up a channel for managers and employees to share ideas, opinions and information. It has had a visible and positive impact on the Bank, legitimising the attainment of employees' personal goals and career advancement objectives within the greater, overarching context of the Bank's own organisational goals.

## Collective Negotiation, Grievance Handling, etc.

The Bank believes in discussing with employees in open forum any working difficulties or grievances that may arise among them. Any employee may freely obtain membership in the trade union of his or her choice. Bank employees are affiliated with one or another of the following trade unions:

Officers Association  
Jathika Sevaka Sangamaya  
Ceylon Bank Employees' Union  
Sri Lanka Nidahas Sevaka Sangamaya  
All Ceylon Bank Employees' Union

Joint consultative committee meetings are another mechanism through which issues affecting the Bank and its employees are addressed. A structured Grievance Procedure and Code of Conduct have been established and are implemented in consultation with the unions. The Bank maintains an environment conducive to open and frank dialogue at all management levels and union members are encouraged to meet and discuss pertinent issues with the Chairman, CEO/GM, Deputy General Manager (HR) or a relevant Senior Manager.

## Safety First

The effective management of health and safety risks arising from the nature of the workplace and from the organisation's activities is a new area of focus at People's Bank. It is a critical factor in corporate governance, one that is of particular importance in today's environment.

In 2007, evaluation procedures were conducted by the Bank to assess work-related risks faced by employees. A group of competent persons was appointed to conduct this evaluation. Arrangements were made for planning, implementing and reviewing preventive and protective measures and to provide relevant information on health and hazard issues to all employees.

Frequent fire and emergency drills were carried out during the year at all bank premises.

## Employee Welfare

A happy worker is a productive worker. In order to enhance the performance of its workforce and streamline productivity, People's Bank invests heavily in staff welfare. Our Welfare Department played a key role in the year under review, wholly or partly financing the various activities organised by voluntary organisations affiliated to the Bank, such as the Sports Club, Buddhist Society, Christian Guild and Arts Circle.

Measures taken to improve the staff environment in the year under review included:

- modernisation of the Head Office canteen;
- refurbishing the staff rest room at the Security Department, also located at Head Office; and
- a facelift for the Bank's Bachelor's Quarters, to which necessary structural repairs were made and various furniture and fittings replaced.

The Bank's holiday homes throughout the country were modernised during the year under review and a new home opened in Colombo. A grant was made available to each employee participating in self-organised staff group excursions.

