

AGREEMENT

on competence development

BAO (The Employers' Organisation of the Swedish Banking Institutions) and Finansförbundet (The Financial Sector Union of Sweden) are convinced that lifelong learning is of central importance to both the competitiveness of the banks/companies and the employability of the staff.

BAO and Finansförbundet note the major importance of effective competence development in the banking and finance field.

BAO and Finansförbundet agree to maintain a dialogue at the national level on issues relating to competence development/training and lifelong learning.

Competence development

The banks face an increasingly complex situation in which high demands for profitability are coupled with a steady increase in competition. The competence of the staff is a crucial success factor. Setting high demands for the quality and rationality of the services provided is a precondition for maintaining and developing customer relations. Staff who are actively involved in operational development will want to take on new knowledge and new tasks and will be prepared to work more flexibly, thus increasing their willingness to embrace change.

The banks must focus on the competence development of their staff. They must make the most of, and further develop, the important resource that their staff represent. The staff must be given the opportunity to use and develop their competence. Even in areas where formal education or training were previously sufficient, an increasing amount of practical experience and learning at work will be needed in the future in order to reach the required level of competence.

Competence issues have a high priority in the long-term business strategies of the banks. Competence development will thus become a natural part of everyday operations in which all managers, together with their staff, will be responsible for individual competence development.

The banks have a responsibility for, and the task of creating, incentives that encourage the staff to undertake development, and must also create conditions that enable ongoing learning at work.

The staff themselves have the primary responsibility for their own competence development. Investing in knowledge and competence means investing in your own future. The staff must be prepared to devote time and energy to developing their own competence.

The parties agree that local agreements on plans for lifelong learning and competence development shall be drawn up. Such agreements can cover forms for the analysis of competence requirements and the planning, implementation and follow-up of measures. Demographic aspects should be taken into account in such an analysis. An important factor to consider in this work is that employees should be able to keep their jobs in connection with the introduction of new working methods and new technologies that require new qualifications.

Recognition and approval of qualifications and skills

The parties believe that the recognition and approval of competence are important to ensure that:

- all employees are aware of and are encouraged to develop their competence throughout their working lives,
- all companies have tools that enable them to identify and handle competence in the company in a better way.

The implementation of this will strengthen the ongoing work on transparency and the recognition of competence and qualifications.

The knowledge and skills that bank employees are trained for and that are needed in their work should be clearly identified and described.

Competence can be acquired by other means than through formal education and training.

The parties recognize the value of regularly-reviewed development plans for all employees.

Personal development interviews

The banks' business concepts, objectives and operational plans shall form the basis for personal development interviews.

The aim of personal development interviews is to develop the workplace and the organisation by enabling employees to develop personally and professionally.

Principles for the development of the staff shall be established in joint decision-making bodies or in negotiations and shall cover all employees.

Personal development interviews shall be held annually and take the form of a well-prepared and considered dialogue between employees and their immediate superiors. The interviews should review the past and assess the future in terms of the tasks of the organisation, co-operation within the organisation, duties, development, changes, relations between the manager and the employee concerned and other important issues relating to the work situation. For managers, the personal development interview is a tool for more effective

leadership. For employees, the personal development interview provides an opportunity to follow up previous interviews, get feedback on their performance and clarify development needs and personal objectives.

Note

The so-called Security Agreement between BAO and Finansförbundet contains regulations on extended personal development interviews for employees over 50 years of age.

Basic training

Unless otherwise agreed locally, basic training will be conducted during working hours during the first year of employment and will comprise an introduction to the work of the bank/company.

A guideline for the duration of basic training is 80 hours.

The content and the time required for the implementation of basic training may vary from case to case depending on the previous knowledge of the individual concerned.

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ARBETSGIVAREORGANISATION

FINANSFÖRBUNDET