IV. Organizing the Personnel

A. Scope of the Personnel Problem

Any discussion of problems of organization must necessarily take into account the human factor for, no matter how well the structure has been planned and built it can only be vivified by manning it with human beings who must be brought together in effective working endeavor and must be so organized as to insure the achievement of co-operation, team play and esprit de corps. Structure, therefore, is the warp and personnel the woof that, combined, make the completed fabric. As a problem in organization, the human factor, accordingly, takes first rank whether in the commercial and industrial fields or in banking.

It is not proposed, however, to dwell extensively upon the human factor but rather to indicate clearly the scope of the organization problem involved and then to discuss specifically certain phases thereof which are of particular concern to the banking institution. In order to present a comprehensive picture of the organization of the activities dealing with the human factor in banking, there is reproduced at this point a statement of such activities derived from a study of personnel problems in financial institutions throughout the United States undertaken by the writer several years ago.

To facilitate this study, and in order to obtain information concerning current practices in such institutions, a questionnaire was prepared with the aid and co-operation of nearly fifty personnel specialists. The main divisions representing the principal phases of personnel work were Employment, Remuneration, Training and Promotion, Health, Personal Service, Co-operative Activities and Incentives. To these were added a group for information of a general character and one for miscellaneous information. The complete classification showing the leading topics considered under each division is reproduced on the following page.

This classification, though not necessarily complete, is a comprehensive statement of personnel activities in banking organizations and will serve to portray both scope and content of the problems of organization with which banks are faced along these lines.

We will now take up for discussion, in detail, some of the specific problems of personnel organization and administration with which the bank is particularly concerned.

B. Employment

Problems of employment in banking, as far as clerical positions are concerned, differ in no wise from problems along these lines found in other fields. In the matter of selection, one of the important aspects of employment, if emphasis is to be placed on any factor, it may be said that banks are most definitely concerned, by reason of the nature of their business, with the determination of the presence of the quality of integrity among applicants.

Among the outstanding problems in connection with employment, we may instance the following:

1. Women vs. Men

The influx of women into business, especially in the last decade or two, has caused a marked change in the employment policies of banks. Formerly a female employe was a rare phenomenon indeed, but today many banks recruit their employes from each sex in nearly equal proportion. In fact, it is not at all infrequent to find women occupying junior executive positions in banks. The reasons for this development are not far to seek. With the advent of size and complexity of operations, subdivision of functions and specialization have had to be introduced into banks, with the result that many routine positions in existence today involve work requirements and clerical capacities which differ in no wise from those found in commercial and industrial organizations. It may, however, be added that here and there in banking institutions, whether because the banker, too, is a creature of habit and does not readily adjust himself to new points of view in such fundamental considerations as personnel problems, or whether for other reasons, modification of employment practice is creeping in and a tendency is exhibiting itself to give preference again to male employes, particularly in filling positions above the rank and file.

2. Executives and Specialists

In organizing the official staff of a bank, the dominant aspect of the problem rests upon a consideration of the necessity of staffing the operating positions with trained specialists in each of the particular functions involved and of tenanting the principal executive positions with well-trained and experienced individuals who should include in their background intimate familiarity with banking organization and procedure and should, furthermore, have capacity and breadth of view sufficient to deal

DETAILED LIST OF PERSONNEL ACTIVITIES IN FINANCIAL INSTITUTIONS

- GENERAL
  - Organization
  - Centralized Employment Division
  - Flying Squadron (Float Force)
  - Labor Turnover
- EMPLOYMENT
  - Selection
    - Sources of Supply
    - Interviews
    - Mental Tests
    - References
  - Placement
    - Information and Rules to New Employes
    - Introduction of New Employes
  - Discipline
    - Attendance and Tardiness
    - Deportment
  - Separations
  - Reinstatements
  - Records
- REMUNERATION
  - Salary Administration
  - Adjustments
  - Extra Compensation
  - Insurance
    - Group Insurance
    - Disability Insurance
    - Retirement Allowances
  - Vacations
- TRAINING AND PROMOTION
  - Instruction Through Operating Manuals
  - Vestibule School
  - Other Training Courses
  - Rating of Employes
  - Control of Progress
  - Promotions
  - Transfers
- HEALTH
  - Physical Examinations
    - Entrance Examinations
    - Periodic Re-examinations
    - Eye Tests
    - Dental Work
  - Medical Service
    - First Aid
    - Treatment on Premises
    - Medical Advice
    - Health Lectures and Propaganda
    - Home Visits
    - Outside Medical Contacts
  - Health Facilities
    - Rest Rooms
    - Gymnasium
  - Sanitation and Hygiene
    - Illumination
    - Heating and Ventilation
    - Noise
    - Sanitary Arrangements
    - Drinking Water
    - Toilet and Locker Rooms
    - Personal Hygiene
    - Rest Periods
  - Equipment
- PERSONAL SERVICE
  - Personal Interviews and Adjustments
  - Food Supply
    - Dining Room
    - Company Store
  - Education
    - Co-operation with Employes' Clubs
    - Co-operation with Outside Agencies
  - Housing
  - Vacation Plans
- CO-OPERATIVE ACTIVITIES
  - Club Activities
    - Social
    - Educational
    - Recreational
    - Athletic
    - Co-operative Buying
  - Thrift and Savings
    - Building and Loan Associations
    - Savings Societies
    - Other Thrift Activities
    - Benefit Associations
- INCENTIVES
  - Financial and Non-financial Rewards for Attendance and Work
  - Staff Meetings and Conferences
  - Suggestion Plans
  - Management Sharing
  - Outside Contacts
- MISCELLANEOUS
  - Special Studies
    - Job Analysis
    - Wages, Methods of Remuneration, etc.
    - Hours
    - Fatigue
    - Turnover, etc.
  - Statistics