

TALENT MANAGEMENT STRATEGIES IN BANKING SECTOR OF INDIA

Apoorva Akar¹, Dr. Gargi Sharma²

E-Mail Id: apoorvaakar@gmail.com

Department of Management, The IIS University, Jaipur, Rajasthan (India)

Department of Management, IIM, Jaipur, Rajasthan (India)

Abstract- Usually the bank job is considered safe and secure, but not very demanding in terms of work output. It is difficult to fire an employee for non-performance. Banking is like any other business and the staffs have to carry out multifarious activities. Some of these activities are specialist in nature. At the same time some of the activities are in no way related to banking competencies and could be outsourced. Banks need to make some institutional changes to adapt to the markets. In this study various programmes and strategies framed by the banks for attracting, hiring and retaining the employees have been discussed. Further, the role of government in this area has also been explored.

Keywords: Talent management, Strategies, Public banks, Private Banks, Banking programmes

1. INTRODUCTION

1.1 Talent management

Talent management is the systematic attraction, identification, development, engagement/ retention and deployment of those individuals with high potential who are of particular value to an organization (CIPD, 2006, 2008). Talent management referring to an organization's effort to attract, select, develop and retain talented key employees (Stahl et al., 2007). "Talent management, which is 'the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs'" (Lockwood, 2006). "Talent management can be defined as the implementation of integrated human resource strategies to attract, develop, retain and productively utilize employees with the required skills and abilities to meet current and future business needs." (Kontoghiorges and Frangou, 2009). TM is aimed at the systematic attraction, identification, development, engagement/retention and deployment of high potential and high performing employees, to fill in key positions which have significant influence on organization's sustainable competitive advantage.

In brief talent management is a process which starts from attracting the employees to managing and retaining them in organization.

2. OBJECTIVES

To explore the various Talent Management strategies and programmes framed by various banks.

3. RESEARCH METHODOLOGY

The present study is based on the secondary data and the data were collected from journals, books, newspapers, and websites.

4. REVIEW OF LITERATURE

(Behera, 2016) In this paper author investigate the interrelationship that exists between talent management and employee engagement in Indian Banking sector and also determine the contribution of the talent management as a strategic tool for the organizational development. A survey method was conducted in all the public sector banks of India. Author concluded that the major challenge now for banks as well as any other organization is therefore how to develop their social architecture that generates intellectual capital as the quintessential driver of change.

(Gallardo-Gallardo, Nijs, Dries, & Gallo, 2015) Author adopts methods derived from bibliometrics and content analysis to evaluate the state of the field of talent management and to derive implications for research and practice unbiased towards a-priori assumptions of which frameworks or methods are most adequate. Based on their analyses of publication volume, journals and their impact factors, most cited articles and authors, preferred methods, and represented countries, the authors assess whether TM should be approached as an embryonic, growth, or mature phenomenon, and examine dominant (i.e., resource-based view, international human resource management, employee assessment, and institutionalism) versus 'alternative' (i.e., knowledge management, career management, strength-based approach, and social exchange theory) theoretical frameworks.

(Sparrow & Makram, 2015) This paper draws on the concepts of talent philosophies and a theory of value to bring some coherence and organization to the talent management literature. Drawing insights on talent management

architectures, the paper first analyses four talent management philosophies and the different underlying claims they make about the value of individual talent and talent management architectures to demonstrate the limitations of human capital theory in capturing current developments. Having demonstrated the complexity of issues being researched, the paper goes on to synthesize these into a theory of value, and develops a framework based on four separate value-generating processes (value creation, value capture, value leverage and value protection). The paper concludes with a clear research agenda and the development of research propositions.

(Deery & Jago, 2015) The paper uses employee turnover literature to underpin a discussion of successful talent management. The literature is divided into four themes, namely, employee attitudes, personal employee dimensions, work-life balance (WLB) and organizational strategies for employee retention. These themes are based on Deery's (2008) framework, which provides the boundaries for the search. The search was also limited to literature from the period 2009 to 2013 so that the paper presents an update on the relevance of the framework from 2008. The review conducted of the more recent literature in the field of employee retention and talent management confirmed that the issues identified in earlier literature as being the key drivers of staff retention remain important. However, the literature indicates that WLB is now a prominent factor in determining talent retention, there is still much to be done to assess the relative importance of various strategies that can be implemented to reduce WLB problems.

(Mourougan, 2015) Author highlighted that talent management practices implemented with robust technology applications can effectively identify and develop, from all levels of the workforce, the leaders who will best drive business performance. By identifying people within the organization who have the potential to become leaders and then working with them to fill any gaps in their skills, the organization will be able to build a strong bench of talent. Although there is much to consider when seeking broadening the organization's focus toward fully integrated assessment development architecture, starting with a broad, strategic foundation will pay dividends in leadership growth and business outcomes.

(Nagpal, 2014) In this research paper definition, reasons for importance for employees as well as organization, benefits to employees and organization, elements of talent management, challenges, strategic talent management has been defined in detail. Author concluded that it has been agreed by almost all top management executives of big companies that it is the human resource - a talented one - that can provide them competitiveness in the long run to achieve the organizational objectives. Hence, it is the duty of the HR department to nurture a brigade of talented workforce, which can win them the war in the business field.

(Festing & Schäfer, 2014) Author takes a social-exchange perspective based on psychological contract theory to explain the various expectations and preferences of different generations concerning the employment relationship. They analyze generational effects and associated differences in work-related values and preferences in the context of TM by explicitly including often-neglected individual-level variables and discussing implications for TM. Authors focus specifically on talent retention, as the effects of TM on already recruited employees are at the centre of our consideration, and not the recruitment of the talent itself. With regard to the organizational level, they outline the importance of TM as a key human resource practice with the potential to contribute to competitive advantage.

(Cooke, Saini, & Wang, 2014) This study contributes to the existing knowledge on TM by investigating how the concept of talent was understood, what TM practices were in place, and what TM challenges might be confronting firms in China and India through the views of 178 non- HR managers through survey method. The issues are heavily influenced by institutional, cultural, industrial, organizational, and individual factors at different levels. It has been concluded that there are different needs of capacity-building for the HR institutions in each of the two countries, as well as the need to adopt a more particularistic (vs. a universalist) approach to conceptualizing and operationalizing talent management in the international context.

(Schiemann, 2014) Human capital is an increasingly costly resource for most organizations around the globe and one that is central to achieving the mission and goals of the organization. This article focused on how to optimize human capital investments by thinking about how the organization manages the entire talent lifecycle—from talent attraction to recycling of talent in the future, by maximizing three critical drivers of overall company performance—Alignment, Capabilities, and Engagement of people, and by having the right measures in place to understand, focus, develop, and leverage human capital resources.

(Sonnenberg, van Zijderveld, & Brinks, 2014) This paper has addressed the important issue of talent-perception incongruence and its implications in terms of psychological contracts. Their analysis provides information on the effects that TM practices and strategy decisions can have on employees, and shows the importance of clearly defining talent and then communicating this well to 'talents' as well as to 'other employees', as well as then appropriately targeting TM practices. The findings suggest that adopting an exclusive talent differentiation strategy, as opposed to an inclusive strategy, is beneficial in terms of higher TM effectiveness and fewer situations of talent-perception incongruence.

(Tanksale, M. V., 2014) The article extensively touched upon the various aspects of Human Resource Management and Talent Management. Creating career tracks, mapping skills and competencies, filling up gaps etc have to be looked upon with the usefulness of various approaches in the present situations. Non-performers employees can be

turned into performers by changing a person from one vertical to another, HR need to be re looked to introduce new practices in the organization. Critical areas in talent management were also covered

(Al Ariss, Cascio, & Paauwe, 2014) In this paper authors outlined a comprehensive knowledge about TM, theoretical as well as practical, they introduce the papers in this special issue and their important contributions. This introductory article contributes to filling the knowledge gap by offering a research agenda at multiple levels and in multiple contexts. They also discussed methodological issues in the study of TM, and concluded by identifying several key trends that are now, and will continue to influence the practice and study of TM in the future.

(Maria Christina Meyers & van Woerkom, 2014) This paper has highlighted that underlying philosophies are a critical issue that needs to be discussed with regard to HR practices in general and with regard to talent management in particular. This article introduced four talent philosophies that vary in their perception of talent as (a) rare (exclusive) or universal (inclusive), and (b) stable or developable: the exclusive/stable; exclusive/ developable; inclusive/stable; and inclusive/developable talent philosophy. These philosophies determined the nature of HRM and talent management in practice, and consequently influence valuable outcomes such as employee well-being and performance. Authors also discussed basic assumptions, talent-management practices, opportunities, and challenges for each of the four philosophies.

(M. Dhanabhakyaam & K. Kokilambal, 2014) This paper aims to bring out talent management practices which are adopted in four major industries Banking, Healthcare, Manufacturing and IT industry and also practices which are more common among different industries. This research aims to map the existing talent management practices and its benefits to an individual or an organization. It also has to be noted that talent management practices will differ across different levels and industries and hence proper care has to be taken to ensure that the right approach is taken for better results.

(Uma Devi, 2014) India talent management Practices play a vital role in the economic development of the economy through the development of organizations. Though it is an important concept, very few studies have undertaken in this area. The objective of paper was to analyze the significance of Talent Management as a crucial function of HR Professionals in organizations for their sound performance and highlights the challenges, benefits, dimensions and perspectives of talent management

(Rathod, 2014)The Purpose of this paper is to develop the strategies for earning Competitive advantage by the use of Human Capital. Human capital is one of the most valuable Assets of the organization and it may possible that all of the competing organization have the same kind of resources but the one thing which differentiate the one organization from others is its talent. Talent represents the best people for the job in an organization and who would contribute to most to the achievement of its strategic goals and helps to earn Competitive advantage.

(Donald, 2014)This paper provides a comprehensive account of the correlates, contexts, theoretical frameworks, talent pool development, examining the role of HR in finding the right people, employee engagement practices, while measuring business impact of talent management, challenges of talent management and outcomes of talent management from recent literatures and research findings in the field of HR Management practice.

(Kumar, 2014) It's a white paper and author defines "Talent Management" and how it helps an organization in servicing its clients and becoming the employee preferred company of future.

(Anwar, Nisar, Khan, & Sana, 2014) The purpose of the study was to identify the strategic importance of talent management and to create a link between talent management and organizational performance. Researchers examined the role of talent management in overall organizational effectiveness. Study was descriptive and qualitative in nature. Data collected from managerial staff of banks through interviews. Results revealed that effective talent management strategies have significant and positive relationship with organizational performance and it has positive and strong association with competitive advantage, performance and talent position within the banking sector.

(M. Christina Meyers, van Woerkom, & Dries, 2013)The paper contributes by providing an in-depth theoretical review on the nature of talent and by connecting the findings about talent with organizational talent management. It has been shown that there are different ways of defining talent, which in turn each entail different consequences for talent management practices. Defining talent as rather innate goes together with talent management practices that are mainly directed at talent recruitment, identification, and retention, whereas defining talent as acquired necessitates talent management practices that are strongly focused on talent development.

(Gelens, Dries, Hofmans, & Pepermans, 2013) In the present paper, authors developed a theoretical framework that introduces workforce differentiation as a framework for exploring exclusive talent management practices as well as perceived organizational justice and related moderators (i.e., high potential status, equity sensitivity, perceived organizational support, and leader-member exchange) to understand employees' differential reactions to talent management practices. From a theoretical point of view, they address the lack of a theoretical foundation in talent management and develop a research agenda to guide future studies at the employee level on the topic of talent management. On the practical side, this paper encourages HR practitioners to assess the impact of their talent management practices on employees instead of merely focusing on the organizational outcomes.

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(Thunnissen, Boselie, & Fruytier, 2013a) In this paper authors have presented dominant themes and assumptions regarding talent management and added some new perspectives, such as stakeholder theory, multiple goals, an extended consideration of practices and activities, and stressed on a contextual fit beyond strategic fit. They concluded that a managerialist and unitarist view is dominant in the talent management literature. In future research, it is necessary to be more explicit about the talent management assumptions and perspectives.

(Dries, 2013) This paper aims is to contribute to the advancement of the study of talent management through a comparative review of the literature. The paper starts with a discussion of the (boundaries of the) talent management phenomenon. Then they move on to identify six relevant theoretical perspectives on talent (i.e., talent as capital; talent as individual difference; talent as giftedness; talent as identity; talent as strength; and talent as the perception of talent) which they argue can serve as a basis for theory building, methodological advances, and new empirical work.

(Thunnissen, Boselie, & Fruytier, 2013b) This paper aims to contribute to the development of a broader, more balanced approach to talent management that will help in studying and implementing talent management across different contexts. The paper starts with an overview of the advances made in previous reviews and studies with respect to three central themes: the definition of talent, intended outcomes of talent management, and talent management practices. They identify the one-dimensional and narrow approach to the topic as a main limitation of the existing talent management literature. Through the use of theories from the organizational theory and the strategic HRM domain, they add new perspectives and develop a multilevel, multi-value approach to talent management and offer an in-depth discussion of the potential economic and non-economic value created by talent management at the individual, organizational, and societal level.

(Regis & Senthil, 2013) This paper brings out how productively employers could make use of talent trove available with their older employees who may traditionally retire from active work. Employing older employees not only retains expertise within the organizations but also serves as corporate social responsibility as well.

(Tiwari & Shrivastava, 2013) This paper studied the strategies and practices of talent management and their impact on employee retention and effectiveness of its execution at AREVA T&D India Ltd. The prime focus of the study was to analyze the talent management initiative taken by the HR professional and find out the effectiveness of such initiatives as well as the satisfaction level of the employees.

(Venkatesh, 2013) This paper aims at tracking the evolution of TM and the various perspectives/approaches (Process/Cultural/ Competitive/ Developmental / HR Planning & Change Management Perspectives) adopted by the organizations. Author selected some companies and examines the inter-relationship between TM and Psychology Capital (Psycap), TM and Succession Planning, TM and Rewards Linkage, TM and Leadership.

(Singh, & Srivastava, 2013) The research paper intends to explore the talent management scenario in the banking industry. With the banking sector becoming increasingly competitive and customer oriented, identification and management of talented persons becomes the biggest challenge. The study explores the thrust and initiative on talent management in selected private and public sector banks. Key findings suggest that talent management initiatives are well developed in private sector banks compared to public sector banks in terms of rewards, remuneration and selection procedures. Public sector banks compensates in terms of job stability due to life time employment with post employment pension.

(Shabib-ul-hasan, 2012) This paper elaborates the importance of identifying, nurturing and holding the best talent. Furthermore, it also emphasize the complexity in attracting, encouraging and holding the best employees in an organization, which has made the understanding of the meaning of Talent Management more decisive for managers

(Oracle, 2012) This paper is an oracle white series paper which define the talent management tools and the organizations that employee they are maturing through four stages of evolution and adoption. The stages are 1) Core HR systems and manual Human capital management (HCM) processes, 2) HCM processes are automated 3) Integrated HCM processes and talent management suites 4) Unified Talent management systems and processes. By examining the four stages of maturity and further defining the future of talent management, this paper provides a practical tool that companies can use to measure where their applications and strategies fit within the Talent Management Maturity Model. They can also use this paper to identify opportunities and next steps for driving business performance through successful talent management.

(Sharma, 2012) This paper intends to highlight the inevitable need for talent management in the present day business environment, and identify the talent challenges that exist today for organizations which are contemplating the use of talent management as a key strategic advantage. It emphasizes on the innovative strategies used in the field of HRM to build an effective talent management programme which is essential for competitive advantage. Author attempt to understand all such complexities and challenges of talent management that need to be faced by companies to build a solid foundation for the future.

(Pinto & Dhulla, 2012) This paper examines the Talent Management on the HR Professionals and Employees of the Bank organizations. The study was conducted on 60 employees & 6 HR Professionals of banks selected on the basis of randomized sampling technique. The result, significant difference on all the scales as compared to Private & co-

operative banks. The findings of present study highlight the importance of work culture, HR system & opens new horizons to widen the concept of Talent Management.

(Gupta & Aggarwal, 2012) In this paper authors conducted a survey on two private banks of specific region to understand the talent management strategies used by them. This paper explores the area of best practices and issues that organizations are struggling with, in order to gain an understanding of the reality of talent management strategies. The authors concluded that promotions, project work, management training schemes and management qualifications were the main development opportunities offered and undertaken in organizations. Measured the impact of talent management on business performance: the right measure of return on investment is important and should stem from the perspective that is driving the talent management strategy.

(Kumudha & Kumar, 2012) In this paper authors define talent management, its strategies, challenges of talent management, talent retention its negative and positive impact on the basis of retention and departure on individual as well as on organization and talent acquisition and management process respectively. Paper concluded that talent management is fast becoming a critical strategic objective for growing organizations. The importance of hiring competent talent is evident in any direction. Talent is king – now and in the future. It is the last source of competitive advantage.

(Vishwakarma, 2012) In this paper author discuss the importance of compensation in terms of large and smaller companies. Author also defines Talent management as a strategic approach to managing human capital throughout the career cycle: attracting, retaining, developing and transitioning your most important assets and challenges of talent management accompanied by suggestions.

(Dhanalakshmi & Balanagurunathan, 2012)) In this paper two components are discussed – namely talent attraction and retention. Employer branding is one factor for attracting people, and employees engagement and compensation are the factors for retaining them in an organization.

(Bethke-Langenegger, Mahler, & Staffelbach, 2011) In this paper authors finds that Talent management focusing on retaining and developing talents has a statistically significant positive impact on human resource outcomes such as job satisfaction, motivation, commitment and trust in leaders. Overall, all strategies have a direct effect on talent motivation: being part of a privileged group and getting attention and appreciation must undoubtedly have a distinct impact on talents' performance motivation, either because talents want to remain in an elected group of employees or because they want to turn to account the investment and trust provided by the company.

(Tansley, 2011) Author highlighted one particular area of concern which he think is the starting point before talent management begins – the terminological ambiguity around working definitions of talent. This has serious implications for those in organizations attempting to design and implement talent management programme. Author outlined that there is no single or universal contemporary definition of “talent” in any one language; there are different organizational perspectives of talent. Current meanings of talent tend to be specific to an organization and highly influenced by the nature of the work undertaken. A shared organizational language for talent is important. Author suggested that high level of influence of management consultants required in the development of the term in managing people with unique knowledge and skills.

(Tymon, Stumpf, & Doh, 2010) In this paper authors developed and examined a model that predicted relationships among intrinsic rewards and three important outcomes of organizational and managerial practices: retention, career success, and satisfaction with the organization. They also hypothesized – and found support for – a path model in which the social responsibility of the employer, pride in the organization, PM practices, and manager support were identified as antecedents of intrinsic rewards. In future researcher can focus on subset of relationships among organizational factors, intrinsic rewards and employee satisfaction, career success, and intention to leave.

(Iles, Preece, & Chua, 2010) In this paper authors consider whether talent management as a recently emerged area of interest for HRD to display a feature of management fashion. Author used common research strategy to use print media and bibliometrics to get the number of publications on the concept over the period of time. They concluded three main perspectives on management fashion out of which a research agenda on institutional theory is developed and number of questions outlined.

(Collings & Mellahi, 2009) In this paper author develops a clear and concise definition of Strategic Talent Management and also develops a theoretical model of strategic talent management. Author suggests that from the theoretical point of view, the area of talent management is in its infancy and a significant degree of theoretical advancement is required.

(Cappelli, 2008) Author states that talent management is not an end in itself. It is not about developing employees or creating succession plans, nor is it about achieving specific turnover or any other tactical outcome. It exists to support the organization's overall objective, which in business essentially amounts to making money'. Author argues that the output of the organization as a whole, rather than the HR-subsystem, must prevail.

(Lewis & Heckman, 2006) In this paper author defines about Talent Management on the basis of scientific principles of Human resource and management. According to them talent management has not defined in the way that can contributed to the understanding of managing talents in organizations and the term talent management does not

appear in peer reviewed literature. Authors outline research that supports a systems oriented definition of talent management that focuses on the strategic management of talent also give future research directions to bring out the clarity to this topic that lacks coherence and rigor.

(Ashton & Morton, 2005) In this article author defines various aspects and systematic approach of talent management explained through case studies. Authors also define Talent management priorities for HR and show how to align talent management strategies to business goals, integrated all processes and systems and create a “talent mindset” in an organization. The article concluded that without integrating TM activities, the effort invested will tend to be dissipated with patchy results as the system can help TM become a strategic differentiator rather than a standard set of HR if the timescales and condition remain right.

(Boudreau & Ramstad, 2005) In this paper authors challenge the traditional shareholder value paradigm by the argument that organizations should strive for a societal goal: sustainability. Sustainability, besides financial viability, includes goals such as diversity, social responsibility, supporting human and employee rights, protecting the environment and contributing to the economy. They point out that sustainability rarely appears in strategic HR plans or in talent management.

5. TALENT MANAGEMENT: NEED AND IMPORTANCE

Till date, the research on talent management has mostly focused on current organizational practices, but it often lacks a theoretical perspective. Recent reviews have come to the conclusion that the academic field of TM is characterized by a lack of definitions and theoretical frameworks (Lewis & Heckman, 2006; Nijs, Gallardo-Gallardo, Dries, & Sels, Meyers & van Woerkom, 2014). In fact, the lack of consistent definitions appears to be the reason why there are at least three different ways of interpreting TM in practice: (1) TM is often used simply as a new term for common HR practices (old wine in new bottles), (2) it can allude to succession-planning practices, or (3) it can refer more generically to the management of talented employees (Lewis & Heckman, 2006). In short, neither a uniform understanding of the term ‘talent management’ is there, nor of its aims and scope.

Basically the term talent management has no universal or specific meaning or definition. It can be different from person to person and organization to organization as their own perception and requirements of the organization. Some organization sets their specific set of standards or yardstick to measure talent. The employees who attain those specific tasks and standards in the given time along with some additional tasks are considered as talented employees of organization. In a nutshell, there is no one way to measure and identify talent.

Now a days managing talent in an organization is itself is a challenging task. No such industry is there which has not been affected by it. The banking sector is one among them. To hire the talented personnel is a challenging task, but to manage them is the most difficult one. In order to make a balance banks started conducting various programme in order to attract and retain the talented employees.

6. TALENT MANAGEMENT IN BANKING

Almost all the literature recognizes that talent provides companies with a competitive advantage, and it shares a common concern that not only the talent is scarce, but also most of the companies are not doing enough to manage and retain whatever they have. Human resources as the greatest source of competitive advantage for any organization, human resources deserves the attention and time of managers more than any other organizational resource or asset (Pfeffer, 1998).

The banking sector in India has been largely resilient though the crisis of 2008-09 and are ahead in terms of prudential norms which enabled the Indian banks to weather the crisis. However of late, problems are creeping in - weak appraisals, poor asset quality, frauds, increase in customer grievances, poor risk management, inadequate understanding and leveraging of IT resources, manpower shortages, etc. The fallout of not having adequate talent / organization structure is that one creates a vast network of intermediaries - good, bad or ugly. Either they can coexist or may need to be banished. If they are to coexist, codes of conduct should be laid down, or own structures should be created so that one does not depend on these intermediaries. These are the challenges being faced by Indian banks now.

7. RSETI (RURAL SELF EMPLOYED TRAINING INSTITUTE): AN INITIATIVE TAKEN BY GOVERNMENT

In the context of the need for promoting self-employment for the unemployed rural youth, especially those below the poverty line, and periodic skill up gradation to keep them abreast of latest technologies, need not be overstated. Once trained appropriately, the youth will contribute to the overall national economy by launching profitable micro-enterprises and enhancing their own standards of living.

Appreciating the rationale to up-scale such development support to rural BPL youth country wide, the Ministry of Rural Development (MoRD) has proposed a new, national scheme called RSETI. Under this, the MoRD will

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provide Rs. One Crore to the lead bank as a one time grant to set up one RSETI in every district. These institutions will be run by public sector / private sector banks which will be setup for this purpose along with the active support from state government. The RSETIs will provide intensive short-term residential training in trades that enjoy market-acceptance and extend them hand holding support in availing bank credit (Nird RSETI) .

On the contrary, banks are also facing challenges in attracting and maintaining talent. Due to rise in competition keeping talented force in an organization is a tough task. To overcome this Bank continues its focus on engagement and retention through initiatives that provides a holistic environment where employees get opportunities to realize their potential. Talent management as an integral part of the overall performance management process in the Bank aims to provide long term, sustained and meaningful careers to employees across the organization.

Various programmes is being designed and strategies has been framed by the banks for attracting, hiring and retaining the employees. Please refer Table 1 and Table 2.

CONCLUSION

In the era of cut throat competition banks have started paying attention towards attracting and retaining the new and existing talented employees by offering them various growth options attractive hikes in their career. They are designing various training and leadership programme for different managerial level in order to update the skills of employees. For this purpose various latest technologies is being used to design training modules for employees in the organization. Things have also started changing with the entry of numerous non-banking financial companies as well as private and foreign banks. Similarly, the nature of business of the banking sector has also undergone a lot of changes over a period of time. As a result the demand for specialized manpower is also increasing. In a competitive environment attracting and retaining right kind of talents are very crucial. Banks are framing their strategies in order to manage the talent. As a result, Human Resource Management function of a bank becomes extremely significant.

Table-1 Banks for Attracting, Hiring and Retaining the Employees

Public Bank			
S. No.	Bank	Programme Name	Details
1	Bank of Baroda	Baroda Swarojgar Vikas Sansthan	<p>Launched a scheme for appointing Retired Bank Officers, ASHA workers, Anganwadi workers, fair price shop owners etc as Direct BCs . Banks' in-house trust Baroda SwarojgarVikasSansthan (BSVS) is conducting various types of financial literacy programme, training and skilling programme for villagers , Baroda Swarojgar Vikas Sansthan (Baroda RSETI)</p> <ul style="list-style-type: none"> Identifying the need for imparting skill to rural youth and engaging them in self employment ventures Established 49 centers all over the country to provide free of cost vocational training to unemployed youth. Centers are also providing handholding support to the trained youth in availing bank credit and in the establishment of their ventures. Bank has trained 263378 candidates under this activity out of which 159731 have established their ventures successfully up to March 2016.
		Anubhuti programme	This program is an Employee Engagement program for enhancing the employee experience at the workplace with initiatives such as Employee of the Month, Spot recognition, capturing 'WoW moments, 'Zero Hour (Fun hour) at all our branches/ offices, local 'community service / social activity by employees, sports and wellness activities.
		Sparsh Plus	The Bank has launched 'Sparsh Plus' with the objective of revamping the performance and talent management systems in Bank. It is aided by the best-in-class technology and digital tools. Bank's intent is to ensure that our people processes and systems provide the staff with role clarity and empower employees to perform their role more effectively, help employees in their development and enable them to enhance their overall contribution.

2	Indian Bank	Dr. APJ Abdul Kalam Skill Development Training Institute:	Bank along with Swarna Bharat Trust, a service oriented Non-Governmental Organization (NGO) in Vijayawada, Andhra Pradesh and Koneru Lakshmaiah University (KLU), an autonomous University established a “Skill Development Training Institute” by the name Dr. A PJ Abdul Kalam Skill Development Training Institute at Kur Village, Krishna District, Andhra Pradesh for training and developing people and improving the skilled man power position by imparting quality training.
3	Bank Of Maharashtra	Mahabank Self employment training institute	Bank has set up the institute for providing training to the women for self employment.
4	Canara Bank	Centre for entrepreneurship Development (CED)	CED for Women caters to all training needs of women aspiring to become entrepreneurs.
5	BOI	Star Swarojgar Prashikshan Sansthan (RSETIs)	It has been set up for providing self employment training e.g. Dairy, Goat Rearing, Poultry, Dress Designing, Beauty parlor, Mobile Repairing, etc with free of cost.
6	PNB	RSETI	The Bank has 56 PNB Rural Self Employment Training Institutes (RSETIs) across the country wherein free vocational training are provided.
7	Vijaya Bank	Happiness Programme	<p>Happiness Programme run by bank</p> <ul style="list-style-type: none"> To achieve business goals by increasing the happiness quotient of the individuals (staff), the Bank has decided to include a session on ‘Happiness’ in all its regular training programme at Staff College-Bangalore. Aim of this programme is to inculcate and induce the attitude of ‘deriving and delivering happiness at work place’. If ‘Serving with smile’ is imbibed in the culture of our organization, it can manifest into quantifiable quality business in a long run.
		V- nurture	<p>V-Nurture Another initiative in the development of Human Resources in the Bank a new programme viz., ‘V-Nurture’ is initiated with the following objectives:</p> <ul style="list-style-type: none"> To focus on mentoring/handholding the young Vijayees, so that they are nurtured with the sense of security and belongingness. To ease out the inhibitions in the new recruits about the organization & career. To ensure better connect of young Vijayees with the Bank. To manage engagement and thereby enhance efficiency. To imbibe the work-culture that promotes individual and organizational productivity. To imbibe and encourage the attitude of ‘organization first’.
		VIBSETIs (Vijaya Bank Self-Employment Training Institute)	VIBSETIs (Vijaya Bank Self-Employment Training Institute): The Bank has established Vijaya Bank Self Employment Training Institutes at Mandya and Haveri in Karnataka and at Indore in Madhya Pradesh. The institutes have been conducting various training / skill up-gradation / Entrepreneurial development programme for the uplift of the unemployed youth. During the current year 2015-16, VIBSETIs have conducted 98 programme and trained 2734 beneficiaries.

Source: All the program related information has been taken from the respective bank’s website.

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Table-2 Banks for Attracting, Hiring and Retaining the Employees

Private Banks			
S. No.	Bank	Programme Name	Details
1.	Kotak Bank	KEF	<p>Kotak Education Foundation (KEF)</p> <ul style="list-style-type: none"> Works in the area of providing education and livelihood for the underprivileged. It reached out to approximately 50,000 children and youth through various interventions to empower them, enhance employable skills and improve access to higher education. Pre-trained manpower acquisition channels such as Kotak Sales Officer (KSO) and Junior Sales Officer (JSO) programme have been further strengthened to create a sustainable workforce pipeline.
		Leadership Development Programme	Leadership Development Programme focused on developing the leadership capabilities of our senior executives, to help them prepare for future roles in the organization.
		Pulse	'Pulse' engagement survey, along with other engagement initiatives, provided insights on distinct employee needs that helped developing appropriate interventions.
2.	Yes Bank	YES School of Banking.	<p>Key Human Capital, Organizational Development and Learning initiatives at YES BANK are domiciled under the aegis of YES SCHOOL OF BANKING (YSB), institutionalized in 2007 with a vision to create a Centre of Excellence for learning solutions in banking and related areas.</p> <p>Training Programme fall under the following broad categories:</p> <ol style="list-style-type: none"> Behavioral & Leadership skills, Employee Induction (includes Know Your Customer and Anti Money Laundering), Mandatory Policies and compliance, Process training, Product training <p>Through various training programme under the above categories, the Bank seeks to impart lifelong learning to its employees and provide them skills that can benefit them beyond their role as YES Bankers.</p>
		Yes Bank Transformation Series	The YES BANK Transformation Series is a flagship engagement programme for global future Young Leaders across the world. Led by the YES SCHOOL of BANKING, the Transformation Series was conceived in 2010 as a global case-study challenge with the underlying ethos of 'Innovation, Creativity and Transformation'. Through the programme, the Bank reaches out to the brightest young minds in leading universities across the world and provides them with an experiential dimension to learning, thus enabling them to creatively present their solutions for real business issues.
		Yes Professional Entrepreneurship Programme	YES- PROFESSIONAL ENTREPRENEURSHIP PROGRAMME (Y-PEP) Y-PEP, the Bank's innovative and institutionalized Talent Acquisition programme, continues to strengthen YES BANK's position as an 'Employer of Choice' across premium B-School campuses, and create a strong talent pool to drive the Bank's future growth.
3.	Axis bank	Axis Bank Reconnect	Axis Bank Reconnect is a unique program that intends to bring back on board Axis Bank Women Alumni.
		Axis Bank Young Bankers (ABYB)	Axis Bank Young Bankers (ABYB) Programme is an endeavour by Axis Bank to nurture industry leaders of the future by imparting domain expertise and skill set in the field of Banking. The thrust of the course is to impart functional knowledge on General management, Soft skills related to overall behavior, sales & customer interactions and specialized knowledge on Banking related topics and subjects .On successful completion of the Young Bankers Programme, the student is awarded a Post Graduate Diploma in Banking Services by the University and an assured employment with Axis Bank at Assistant Manager grade with a gross salary of Rs. 4.01 lakhs per annum.

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		We Lead (Women Leadership programme)	WE Lead is a leadership development programme designed to attract, engage and develop the existing women talent of the PGP course at ISB, who are keen to pursue a career in the Banking sector. The programme consists of a two-day workshop which provides a forum for leadership development to all the applicants through self-reflection, interactive exercise, and discussions with senior leaders from Axis Bank and influential women leaders from all walks of life. Attendees of the workshop get a pre placement interview call for recruitment with Axis Bank.
		Coursera	<ul style="list-style-type: none"> • Axis Bank is taking talent management to the next level by offering its employees access to a world-class online certification programme. • Coursera will design tailor-made curriculums relevant for the Bank's employees, in sync with industry demand, covering topics like leadership, data analytics, innovative thinking, etc., chosen from among 1700 courses offered by top universities across the world. • To help nurture leadership capabilities and enhance aptitude for skills sets that are high in demand.
4.	HDFC Bank	HDFC Bank's Khoj	Through this programme bank is looking for the bank alumnus who want to join the bank again.
		Modern banker programme	HDFC Bank and Times Pro (a Times Of India Group initiative) have embarked on a journey to create skilled professionals to meet the ever growing needs of the banking industry by introducing the Modern Banker Programme. An intensive classroom programme of 2 months will enable the student to be proficient in customer management and banking operations.
		Professional Banker programme	In association with their empanelled training partners bank have launched a training course for graduates - Professional Banker. Aimed at bridging the skills-gap in the banking industry and transforming candidates into job-ready professionals, this programme develops people for various roles in Retail Branch Banking such as Personal Bankers. Eligible candidates will need to undergo a three step selection process involving a written test and two rounds of interviews - one with the training partner and the other with the Bank. Selected candidates will be given conditional appointment letters and will need to undergo a 2 month training programme. This intensive training includes a mix of theory, experiential learning and case studies. On successful completion of the programme, candidates will be absorbed by the Bank.
		Trade Finance Programme	In association with our empanelled training partners bank has launched a training course for post graduates for Trade Finance aimed at bridging the skills-gap in the banking industry and transforming candidates into job-ready professionals, this programme develops candidates for the relevant role. Eligible applicants will need to undergo a selection process involving an online test and interviews with our empanelled training partners & HDFC Bank. Once selected, they will receive a conditional offer letter. On successful completion of the relevant Certification Programme, the candidate will join HDFC Bank.
		Virtual Relationship Manager Programme	In association with their empanelled training partners bank have launched a training course for graduates - Professional Banker. Aimed at bridging the skills-gap in the banking industry and transforming candidates into job-ready professionals, this programme develops people for various roles in Retail Branch Banking such as Personal Bankers. Eligible candidates will need to undergo a three step selection process involving a written test and two rounds of interviews - one with the training partner and the other with the Bank. Selected candidates will be given conditional appointment letters and will need to undergo a 2 month training programme. This intensive training includes a mix of theory, experiential learning and case studies. On successful completion of the programme, candidates will be absorbed by the Bank.

5.	ICICI Bank	Sales Officers Programme	ICICI Bank hires young graduates to join its dynamic front line Sales Force. The selected applicants are trained at ICICI Bank Sales Academy. This training ensures that the applicants are well equipped in Selling Skills, Product Knowledge and Rules and Regulations pertaining to the job responsibility. The Sales Academy is one-of-its kind in the world and confers on its participants a Certification in Sales Management.
		Probationary Officer Programme	Probationary Officer Training Programme is an initiative of ICICI Bank in partnership with Manipal University. Probationary Officer Training Programme aims to attract young talent who wish to pursue a career in banking. It is a vocational training programme designed to develop a pool of first level managers with banking knowledge and required skill-sets to perform efficiently in their day to day activities.
		ICICI Business Leadership Programmeme	The Post Graduate Certificate in Securities Markets is a one year programme with NISM, an institute established by SEBI, the market regulator. This specialized and integrated programme focuses on providing conceptual grounding, skill building and industry exposure. The programme curriculum is aligned with the needs of the industry. The unique design of the programme focuses on providing a high degree of industry exposure, by academic and functional experts, from the BFSI sector. The Programme has the much-desired blend, wherein participants undergo the industry-linked internship at ICICI Group for a period of three-months during the one- year course duration.
		ICICI Academy for Skills	ICICI Academy for Skills, to empower underprivileged youth, especially women across the country. Within an accelerated timeframe, ICICI Academy for Skills has set up 22 training centers that can train 30,000 youth annually. Of these 10 centers are exclusively for women, to enable young women with no access to formal employment markets to overcome socio-cultural and economic barriers and become important stakeholders in India's growth story. These centers are designed as women friendly centers run by women trainers and staff, have convenient timings and are based in convenient locations. ICICI Academy for Skills' training model focuses on building true marketplace competencies in partnership with industry leaders.

Source: All the programme related information has been taken from the respective bank's website.

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