Summary

Subject matter: Enhancing occupational training methods for commercial bank personnel (based on materials of supplementary office “Pyatigorskiy”, publicly traded company “Gazprombank”)

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Information about customer organization: Supplementary office “Pyatigorskiy”, publicly traded company “Gazprombank”.

Topicality of the research: In the XXI century a bank employee is considered to be the bank’s capital due to his practical experience, theoretical knowledge, professional level, personal qualities and intellectual capabilities. This depends on various circumstances such as: rapid progress of information and communication technology and growing complexity of financial relations and technologies which increase requirements to employees’ qualifications, their flexibility and readiness for occupational training throughout their entire professional career; globalization that forces many banks to build up their relations with clients in the framework of global informational network; growth of information load which requires processing increased volumes of complicated information; intensification of competition and landslide of prices on separate services that force banks to raise productivity. The influence of all abovementioned factors implies higher demands to banks’ capability for efficient planning and implementing occupational training of their staff which should result in better professional, intellectual, creative abilities, desire and readiness to exceed current qualification level.

Objective of the research consists in developing theoretical regulations and practical recommendations with the view of enhancing occupational training methods for commercial bank personnel.

Tasks of the research are:
- to specify the essence of occupational training and explore its types and techniques;
- to examine the entire process of occupational training and determine its stages;
- to analyze personnel occupational training methods, the criteria for their classification, their advantages and disadvantages;
- to study personnel occupational training methods currently used in publicly traded company “Gazprombank”;
- to determine the ways of enhancing personnel occupational training methods currently used in publicly traded company “Gazprombank”;
- to develop propositions aimed at optimizing the choice of methods for personnel occupational training in publicly traded company “Gazprombank”.

**Theoretical significance** is determined by the fact that in the framework of this qualification paper the essence of occupational training has been specified, its types and techniques have been explored, occupational training has been studied as a process and its methods have been investigated.

**Practical significance** is connected with recommendations formulated in the second chapter which are aimed at enhancing personnel occupational training methods for commercial bank “Gazprombank” but can as well be implemented by other financial intermediaries.

**Results of the research are:**

Occupational training is one of the most significant activities in personnel management and a decisive factor for successful production operations. It may involve transfer of new professional knowledge, abilities and skills necessary for career promotion as well as solution of new tasks and in this case it functions as professional development. It also may be aimed at improving already acquired knowledge, abilities and skills in the framework of occupied position and performed functions.

Along with study courses and second occupation training, occupational training comprises such types of activities as vocational training, professional development and retraining. The qualification level of any specialist to a considerable degree depends on training techniques by which we understand the sphere of knowledge connected with the system of regulations that provide optimization of the training process. In practice the following personnel training techniques are used: exploratory research (task) technique; criteria-oriented training technique; imitating (modeling) technique, informational technique.

Occupational training methods are varied and they are classified on a number of criteria, however, more frequently they are divided into traditional and active. Lectures, workshops and self-study belong to traditional methods. These methods predominate in transfer and consolidation of knowledge. Modern staff training methods include modular training, video training, distant training, case studies, business games, role plays, metaphoric plays, brain storming, behavioral modeling, basket-method.

**Recommendations:**

The system of occupational training in “Gazprombank” can be developed as a result of enhancing currently used methods:
- to limit the employment of such training method as lectures and make them more interactive;
- Trainings should be conducted on the basis of a definite division and the entire staff or its considerable part should be involved. It is obligatory to provide post-training support to secure the acquired abilities and skills;
- Case studies used for bank employees should be more up-to-date, closely related to trainees’ work conditions and they should present rational moments of previous decisions;
- Efficiency of business games will increase in they are conducted in terms of real academic conditions and in accordance with objectives and tasks of training which are set directly by the management.

The following suggested practical methods contain serious potential for enhancing the system of occupational training for publicly traded company “Gazprombank” employees:
- “Shadowing” method, when a trainee follows (becomes a “shadow” of) an experienced employee in real work environment during the whole working day;
- Secondment which implies sending staff to another division for a certain period of time in order to acquire necessary skills;
- Budding as a form of guidance, when a tutor is not one of the managers but a colleague that occupies similar position on a career ladder.

Managers of bank personnel development are also able to improve their operating activities by implementing the algorithm of choosing optimal training method, accounting for trained bank employees, understanding the peculiarities of adult training and by creating the assessment system for training efficiency.