



PART III

HUMAN RESSOURCES IN LEBANESE BANKS

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HUMAN RESSOURCES IN LEBANESE BANKS**I- LEBANESE BANKING POPULATION IN 2008**

This report describes the employment status in the Lebanese banking sector, in 2008. The first section is a brief overview of the major structural changes in the sector. Section 2 examines the number of banking sector employees in 2008, and the banking population characteristics according to some criteria. Section 3 deals with salaries and wages, as well as other allowances banks' employees benefit from.

1- Overview of the Evolution of Banks' Number in Lebanon

By the end of 2008, the number of active banks in Lebanon reached 64, out of which 12 investment banks and 52 commercial banks (of which 8 branches of Arab and foreign banks). The major changes occurring on the official banks' list for the year 2008 are as follows:

- The removal of the Banque de la Bekaa s.a.l. from the official list of banks, after its acquisition by Emirates Lebanon Bank s.a.l. (No 92) which acquired, later on, branches of Banque Nationale de Paris Intercontinentale (N° 6), which was accordingly removed from the official list of Banks.
- The deletion of Unicredit Banca di Roma SPA (n° 2) from the official list of banks after the acquisition of its branches by Byblos Bank s.a.l.

It is expected to have more consolidation based on the bank merger law, which its Acting Decree was published in the Official Gazette in February 2009.

2- The banking population characteristics

By the end of 2008, the number of employees working in banks operating in Lebanon reached 18632: 17531 employees of Lebanese commercial banks, 323 employees of branches of Arab banks, 425 employees of branches of foreign banks and 353 employees working in investment banks.

The number of employees increased by 968 employees, i.e. an increase of 5.5% in 2008 after an important increase of more than a thousand persons in 2007 during which 17664 employees were recruited against 16538 persons in 2006, meaning that banks in Lebanon hired more employees than those who left the sector, whether because they have reached

their retirement age, or changed work towards different sectors, or had opportunities abroad.

It is well-known that the Lebanese banking population is characterized by a high level of education, expertise and experience. Moreover, the Lebanese banking population is recognized to be youth.

For the distribution by sex (or gender), the share of women employees increased to 44.8% of total banking population by the end of 2008 (44% in 2007), against a decrease in the share of men employees reaching 55.2% (56% in 2007). The women share is by far higher than the overall rate of women's employment in Lebanon, which counts for 24% of the whole Labor Market, according to the national study entitled «Living Conditions of Households in 2007 », prepared in collaboration with the Ministry of Social Affairs, the Central Administration of Statistics, UNDP and the ILO, knowing that women constitute around 50% of the population living in Lebanon.

For family status, the percentage of single employees is a significant and continues to increase in the Lebanese banking sector. Single employees registered 38.5% of the overall number of banking population in 2008, against 37.5% in 2007 and 35.7% in 2006. It is due to the recruitment of young graduates in the banking sector. However, the share of married employees was 61.5% by the end of 2008, and their total number of children benefiting from scholarships, family allowances and other benefits provided by banks, reached 18060 children. It is noteworthy that women working in the banking sector, like in all the Lebanese economic sectors, benefit henceforth from the National Social Security Fund allowances for their children, if their husbands are not registered at NSSF (by virtue of Law No 483 ratifying the amendments of some provisions of Article 14 of the Social Security Law).

For age brackets, the percentage of employees aged below 25 is constantly increasing. It represents 15.7% at national level. This bracket reached 10.9% of the overall number of bank employees at the end of 2008, against 8.9% in 2007 and 7.7% in 2006. This confirms that operating banks in Lebanon are recruiting university graduates. On the other hand, the percentage of employees, whose age varies between 25 and 40 years, is declining from 47.5% in 2006 to 46.6% in 2007 and 45.1% in 2008 (this bracket represents 42.3% of the labor market). This age category is more exposed to quit a bank job for another sector or to get a job abroad. By the end of 2008, the percentage of employees who have not reached 40 years represented 56% of the Lebanese banking population against

55% during the last four years, which is very close to the share on the national level which is 58% (54.7% for men and 68% for women), according to the national study entitled «Living Conditions of Households in 2007 ». The share of employees whose age varies between 40 and 60 years has slightly decreased to 40.6% by the end of 2008 (this bracket represents 33.1% on the national level) against 41.3% and 41.8% respectively in 2007 and 2006, whereas the share of employees above 60 years remained almost stable; around 3.4% of the overall number of labour force in the banking sector (this bracket represents 8.9% at national level).

For grades, the percentage of staff in management positions – i.e. those filling posts higher than « Principal Supervisor or Principal Controller », represented 13.7% of the overall number of banks' employees by the end of 2008 (13.6% in 2007), whereas the percentage of senior staff – i.e. those filling the positions of « Principal Supervisor or Principal Controller » and « Supervisor or Controller », and « Department or Section Head » and « Assistant Department or Section Head » – decreased to 31.4% against 32.3% by the end of the above mentioned years. The percentage of ordinary employees – principal employees, 1st and 2nd category employees – moved from 46.3% in 2007 to 48.3% in 2008, and still accounts for the majority of banks' employees in Lebanon. Also, the percentage of subaltern employees decreased from 7.8% in 2007 to 6.6% by the end of 2008.

Moreover, cadres and senior positions in the Lebanese banking sector remain dominated by men, despite an increase of women's number in these positions. Nevertheless, women concentration is clearly reflected in both senior and principal positions. According to the information provided in the questionnaires for the year 2008, the distribution of positions between men and women shows that men holds 72.1% of leader status against 27.9% for women; those percentages were 73.3% and 26.7% respectively by the end of 2007. Men's share in the senior staff category has decreased from 47.4% in 2007 to 46.4% in 2008 against a small increase for women to 53.6% in 2008 (52.6% in 2007). Also, in the principal positions, the share of men has decreased from 50.8% to 50.4% against an increase for women from 49.2% to 49.6%. The percentage of subaltern employees is highly detained by men (94% in 2007 against 97.6% by the end of 2008), whereas the tasks require this gender.

For the level of Education, the share of employees holding a university degree significantly increased across the years. Therefore, it accounted for more than 64% of the overall Lebanese banking population by the end of 2008 against 61.3% at end 2007 and 57% by the end of 2006. This is mostly due to the recruitment of university graduates in the sector. In parallel, the percentage of employees' holders of baccalaureate

or its equivalent (less than a university degree) decreased from 25.6% in 2006 to 22.5% in 2007, then to 21.6% in 2008, and the percentage of employees who did not reach this level of studies has decreased from 17.4% to 16.1% then to 14.3% respectively during these last three years. On the national level, and according to the study entitled «Living Conditions of Households in 2007 », the percentage of employees holding a university degree represents 23.6% of the overall labour force in Lebanon against 18% baccalaureate graduates or equivalent, 22.6% complementary school graduates and 24.1% finished elementary school graduates.

It is noteworthy, in this context, that the training of the Lebanese banking sector population is highly important for banks. It constitutes the base of a solid link between the grade and the position. The bank is likely requested to draw up a training plan which should be in compliance with its needs and to declare it to the concerned employees. Firmly convinced of the important role that human resources play, banks increased their budget allocations to training activities, as it is the case for many banks around the world. In this respect, the Training Department at the Association of Banks in Lebanon has been serving banks since 1991. It holds different training seminars, which closely follow the progress achieved, whether locally or worldwide, to fulfil the training needs of banks. Some banks created their own centre to train their employees. Others send their employees abroad to attend specialized seminars or recruit foreign experts to come to Lebanon, in order to benefit from their expertise and experience. From another perspective, it is worthy to mention that some bank employees follow banking courses at the Centre for Banking Studies, created in May 1967 and managed by Saint-Joseph University of Beirut and the Association of Banks in Lebanon.

3- Salaries and Wages

In 2008, the overall amounts (salaries and various allowances) allocated by banks to their employees amounted to LBP 1005.3 billion against LBP 802.2 billion in 2007 and LBP 758.9 billion in 2006. This increase of LBP 203.1 billion and 25.3% in 2008 against a lower increase of 5.7% in 2006 and 2007, is explained by the following factors: First, the increase in the number of newly employed persons mainly university graduates, second, the annual raise given by banks to their employees according to the Collective Labor Agreement, third, the governmental Acting Decree of the salary raise entering into force in May 1st, 2008, and finally transportation allowances and the revision of scholarship allowances granted by the banks to their employees.

The average annual cost of a bank employee reached LBP 54 millions in 2008 (i.e. LBP 4496 thousand per month, on the basis of 12 months) against LBP 45.5 millions (i.e. LBP 3789 thousand per month, on the basis of 12 months) in 2007, knowing that there is a difference between the employees of different categories for the amount of allowances, which are function of several criteria, among which ranking, seniority, level of education, family status, salaries policy of the bank, and banks' category and size.

Moreover, basic salaries without allowances decreased to 57.9% of the total cost in 2008 (62.2% in 2007). These salaries valued LBP 582.2 billion against LBP 498.6 billion in 2007, i.e. an increase of 16.8%. This is due to the increase in the number of newly employed persons mainly university graduates, the annual raise given by banks to their employees according to the Collective Labor Agreement and the governmental decree of the raise of salary entering in force in May 1st, 2008. Therefore, the average of the annual basic salary of a bank employee increased in 2008 to LBP 1953 thousand per month, on the basis of 16 months against LBP 1764 thousand per month, on the basis of 16 months in 2007.

The family allowances represented 2.9% of total cost in 2008 (3.3% in 2007) amounting to LBP 28.9 billion against LBP 26.6 billion in 2007, i.e. an increase of 8.6%. These allowances are composed of contributions to the National Social Security Fund related to employee salaries. The rate applied to that division and settled by banks has been 6% since the beginning of April 2001 (no amendment occurred despite the raise of the minimum salary). The difference (surplus) is an amount not covered by NSSF and paid by banks to their employees. It is worthy to note that banks pay in addition to the contributions required by NSSF, additional allowances for children of 50%, and for the spouse of 75%. In 2008, the surplus rate increased by 1.4% whereas the contributions to the NSSF increased by 13.1%, in compliance with the raise of number of employees, whereas women can benefit now from family allowances if the conditions are fulfilled.

Banks' contributions to health allowances, represented 4.4% of the total cost in 2008 (4.8% in 2007), amounting to LBP 44.3 billion against LBP 38.7 billion in 2007, i.e. an increase of 14.5%. These allowances include contributions paid by banks to the NSSF, knowing that the rate applied to that division has been 7% since April 2001 (2% deducted from the employee's salary) and the surplus, which is not covered by the NSSF and granted by the banks to their employees. In 2008, the increase of contributions was 15.3% and of the surplus 13.5%. This is due to the increase of the number of employees and the number of children in charge. The rate applied to that division of the NSSF

is still the same even though some claims requested the raise of all contribution rates in order to compensate deficit registered in the NSSF family and sickness division.

The end-of-service indemnities represented 15.5% of total cost by the end of 2008 (12.5% in 2007), amounting to LBP 156.2 billion against LBP 100.2 billion in 2007, i.e. an increase of 55.9%. Banks' contributions to the NSSF increased by 21.6% due to the number of newly recruited employees, and the provisions increased by 84.3%. It is noteworthy that the contribution rate paid by banks to NSSF for end-of-service indemnities is 8.5%.

Finally, the amount of other indemnities paid by banks to their employees represented 19.3% of the overall cost by the end of 2008 (17.2% in 2007), amounting LBP 193.7 billion against LBP 138 billion in 2007, i.e. an increase of 40.4%. These indemnities include scholarships (22.4% of total indemnities in 2008), transportation allowances (20.2%) cashier allowances, marriage, birth and other representation fees and bonuses.

- Scholarships: They reached LBP 46.7 billion in 2008 against LBP 42.3 billion in 2007, (+10.4%). In 2008, the number of children of banks' employees registered in private schools were 11993, and the scholarship fees paid by banks to their employees amounted to LBP 35.7 billion, i.e. an average of LBP 2980 thousand per student. The children registered in private universities were 2464, and the fees paid by banks to their employees amounted to LBP 10.4 billion, i.e. an average of LBP 4200 thousand per student. Children of employees registered in public schools were utmost 135, thus the fees paid by banks to their employees amounted to LBP 153 millions, i.e. an average of LBP 1100 thousand per student. Parents of adults registered in the Lebanese University (286 students) benefited from a total amount of LBP 499 millions, i.e. LBP 1700 thousand per student. These figures indicate that some banks are granting scholarship indemnities exceeding the amounts stated in the Collective Labor Agreement.

- Transportation indemnities: Their value increased from LBP 29.8 billion in 2007 to LBP 39.2 billion in 2008 (+31.5%). This is due, on one hand, to the increase of number of employees, and on the other hand, to the rise of the average price of a gas oil can, notified by the Association of Banks in Lebanon to its members on a monthly basis (LBP 27.3 thousand in 2008 against LBP 23 thousand in 2007).

It is worthy to mention that the latest Collective Labor Agreement, that is usually reviewed and updated every two years, and published in its final version (2008-2009), has been in force since January 1st, 2008. It sets the relationship between

the administrations of bank members of ABL, on the one hand, and employees of banks in Lebanon, on the other. This agreement determines, in its various chapters and annexes, all that is related to allowances, benefits, indemnities, raises, leaves,

medical care, salary scale and different relevant topics. New amendments have been made such as the job description to be prepared within two years starting signature date; the additional increase regarding scholarships and the new salary scale.

Statistical annex *

Table No 1: Evolution of characteristics of the Lebanese banking population 2005 - 2008

	2005	2006	2007	2008
Overall number of employees	15993	16538	17664	18632
Increase rate	3.2%	3.4%	6.8%	5.5%
1-By sex				
Women (%)	43.6	43.4	44.0	44.8
Men (%)	56.4	56.6	56.0	55.2
2-By age				
Below 25 (%)	7.1	7.7	8.9	10.9
25-40 years (%)	47.9	47.5	46.5	45.1
40-60 years (%)	42.1	41.8	41.3	40.6
Above 60 years (%)	2.9	3.0	3.3	3.4
3-By civil status				
Single (%)	34.9	35.7	37.5	38.5
Married (%)	65.1	64.3	62.5	61.5
4-By rank				
Managing staff (%)	14.1	13.5	13.6	13.7
Cadres (%)	29.8	32.6	32.3	31.4
Ordinary employees (%)	47.8	45.4	46.3	48.3
Subaltern employees (%)	8.3	9.8	7.8	6.6
5-By level of studies				
Lower than baccalaureate (%)	17.5	17.4	16.1	14.3
Baccalaureate or equivalent (%)	26.7	25.6	22.6	21.3
University degree (%)	55.8	57.0	61.3	64.1

Sources: BDL, ABL

Table No 2: Evolution of salaries and allowances in the Lebanese banking sector 2005 – 2008 (billion L.L.)

	2005	2006	2007	2008
Total	719.1	758.9	802.2	1005.2
Salaries	437.2	461.5	498.6	582.2
Family allowances	24.9	26.1	26.6	28.9
End-of-service indemnities	100.9	105.6	100.2	156.2
Health allowances	37.8	37.7	38.7	44.3
Other indemnities	118.3	128.0	138.1	193.0

* Sources: Forms filled by banks and sent to ABL.

II – ACTIVITIES OF THE TRAINING DEPARTMENT

1- General overview

Since its establishment in 1991, the Training Department at the Association of Banks in Lebanon (ABL) organizes general inter-banking training programs as well as tailored in-house training to banks requesting such service, for the purpose of enhancing banks' performance and therefore, improving the quality of banking services. Of course, over all this period of time, many training activities have been organized and banks have invested a lot of money in this field to meet the sector's needs and requests.

No doubt that the interest of Lebanese banks in training is increasing year after year and many efforts have been deployed in this context, which places the Lebanese banking sector in a leading position at the national level. In the same context, the new "Collective Labor Agreement" (2008-2009) emphasizes on encouraging training, especially through ABL. Moreover, in our opinion, the interest of banks, as well as of their employees in training and in acquiring the required skills to fit to their functions and to perform best quality banking services will keep on growing.

As in previous years, the training activities are divided into 4 categories: conferences, intensive training sessions and workshops, specialized training and in-house sessions. During 2008, the training activities attracted 2255 participants and focused on achieving programs related to risk management and business continuity planning which had already started in 2007, as well as taxation, bank's financial analysis, IAS/IFRS, developing personal skills through public presentation and communication, project management and leadership. The Training Department has also developed its classical programs such as legal aspects of banking operations, loans' classification, remedial and recovery loans management, information systems security and other. New themes have been developed such as Identity and Access Management, Environmental Health, Security and Risk Management, Business Process Engineering, Career Planning & Development and Developing Arabic Writing Skills.

2- Distribution of the Training Department activities

a- Seminars and conferences

These activities attracted 191 participants, of which 65

participants from two different banks attended two conferences about Fighting Money Laundering. Among the most important activities held during 2008 were:

- Within the framework of the protocol signed by ABL and the Ministry of Finance, a conference on "Public debt and ways of financing budget deficit" has been prepared for the second year in a row for the new recruited that are following special training in the Institute of Finance to fill the position of financial controllers in the above Ministry.
- A closing dialogue following the "Credit Risk" seminar with Dr. Amine Awad, member of the Banking Control Commission (BCC), where opinions were exchanged about credit risks in banks.
- A dialogue between human resources managers and representatives from banks during which a presentation was made on the Human Resources Management under the competency approach and the updating of the "Job description and competencies handbook" which had been prepared during 2000 and 2004, in addition to the launching of the new guide concerning jobs specific competencies.

b- Intensive training sessions

The number of participants in these sessions reached 810 employees, compared to 1080 employees during 2007. This difference is obviously due to the massive participation of banks, in 2007, at the seminar on "investigating in suspicious money laundering operations (case studies)" organized in cooperation with the Special Investigation Commission, and in the seminar on "Implementing Basel II" held in cooperation with the BCC. The intensive sessions in 2008 covered 14 different topics, among which "Operational risk", and "Loans classification" in cooperation with the BCC were held for the first time in 2007 and repeated in 2008 due to the big number of participants. Also, a seminar on "Credit risk" was held in cooperation with the BCC for 2 groups of almost 100 participants in total. Finally, the cooperation with AFPI led to the organization of a seminar on "Information systems security".

c- Specialized training sessions

1081 employees participated in these sessions. 27.19% among them attended the Banking English Training Program, which represents approximately half the pertained percentage in 2007 (45.9%), knowing that the Training Department continued to organize one Banking English class in Saida. It is remarkable that 7 topics among 16 were organized twice and 2 topics were organized for 3 times as shown in the annex. The repetition of these sessions reflects the success in choosing topics that meet the training needs of the banks.

d- Internal sessions

17 activities were organized during 2008 and covered 4 different topics which were all repeated from twice to ten times. 297 employees attended these sessions from three different banks.

3- Participants' characteristics

The table below summarizes the characteristics of participants to all training sessions except conferences and Banking English sessions.

	Specialized sessions	Intensive sessions	Internal sessions
Female	50.68%	41.85%	48.48%
Male	49.32%	58.15%	51.52%
Employees	72.40%	55.31%	83.17%
Middle management	14.00%	22.23%	11.11%
Senior management	13.60%	22.46%	5.72%
Total	100%	100%	100%

4- Other activities

a- Project of linking the grade to the function:

The Training Department followed the negotiation rounds between ABL and Banks' Employees Syndicate about the updating of the Collective Labor Agreement, especially when it came to the subject of linking the grade to the function that has suggested by the ABL's Human Resources and Social Affairs Commission at ABL to the Board of Directors and has been adopted in the new Collective Agreement (2008-2009).

b- Organization of the international exam "CDCS":

The Training Department continued to organize the Certified Documentary Credit Specialist "CDCS" exam in cooperation with the "Institute of Financial Services" affiliated to the "Chartered Institute of Bankers". 15 candidates presented the exam in April 2008, among whom 12 passed, bringing the total number of the holders of this certificate in Beirut to 66.

c- Following up of the European Banking Training Network "EBTN" activities:

The Training Department has followed up EBTN activities since ABL joined this network. The last one was a seminar on "The Competencies Approach" for 3 banking functions: branch manager, customer relationship officer and compliance officer, to which the Training Department has participated in Belgium, during December 2008 as part of the Leonardo Da Vinci European program.

d- A study on women's banking behavior:

The Training Department continued to follow up the preparation of the questionnaire related to the study conducted by "Bahithat" during summer 2008, as well as the choice of the sample and guaranteed the filling up of questionnaires by 500 branches' customers divided between 350 women and 150 men. The Training Department made sure that the sample included branches distributed all over Lebanese territory.

e- "Job description and competencies" handbook:

The Training Department finished the updating of the "Job description and competencies" handbook in cooperation with the French consulting firm "Maestro Consulting". A committee designated by four banks' human resources departments also participated to the completion of this project. Due to the importance of the use of these tools in human resources departments, especially in implementing the new Collective Agreement, a meeting with all human resources departments was planned in December 2008 to announce the completion of this work and the readiness to use it. This will be followed by a meeting with 4 human resources managers chosen from banks that have already started applying the first chapter of the new Collective Labor Agreement who will explain the steps they went through in their departments and the constraints they faced to be avoided by others if possible.

f- Participation in the first forum for technical learning and professional training in European and Middle Eastern countries:

The Training Department participated in the forum held in Marseilles on 18 December 2008 where a discussion was brought up about the quality of the existing technical learning and professional training and their matching to the market's needs; whereas the professional training constitutes a basic challenge to develop economic and industrial relationships among participating Mediterranean countries and diversify their economies, and it is necessary to change its image in some communities and give it the importance it deserves.

5- Evaluation of training

With regards to the position that ABL occupies in the banking sector, especially that it gathers all banks working in Lebanon, along with some representative offices of foreign American and European banks, it is directly linked to the sector's strategic goals and defends its interests. Moreover, it ensures that its training programs are suitable to the sector's needs and of high quality.

Thus, ABL's General Secretariat gives a lot of importance to the following up of the Training Department's activities. Every time a training activity ends, participants fill out an evaluation form, rating different aspects of the activity.

When reviewing the evaluation reports of the year 2008, it is clear that the selection of the parties that ABL cooperated with for delivering training was appreciated and the choice of subjects has fitted banks' needs. Also, the ABL's Human Resources and Social Affairs Commission evaluated the training activities at the end of 2008, in an official manner for the first time, and their comments were positive and encouraging.

The Training Department will take care, in the future, to better perform the organizational and administrative aspects of its activities, taking into consideration the comments of the Commission's members. And finally, it will do its best to pursue its cooperation with banks' Human Resources departments especially in specifying new requests and providing pertained high quality training.

Distribution of participants to the intensive, specialized and internal sessions

Themes	Number of participants	Distribution by gender		Distribution by seniority			Distribution by grade			Number of banks	Number of training hours by session	Number of total training hours
		Female	Males	Less than 5 years	5-10 years	More than 10 years	Management	Middle	Senior			
Intensive sessions												
1 Loans: classification, problems and remedial	39	18	21	9	12	18	29	9	1	15	6	234
2 Operational risk	52	26	26	15	14	23	34	5	13	18	8	416
3 Business continuity planning	54	14	40	10	15	29	24	8	22	26	11	594
4 UCP 600 & ISBP	55	39	16	13	8	34	38	12	5	30	8	440
5 Identity and access management	37	12	25	9	9	19	18	12	7	21	15	555
6 Credit risk (2 sessions)	98	41	57	21	29	48	54	13	31	35	6	588
7 Information systems security (2 sessions)	67	10	57	27	17	23	44	18	5	27	12	804
8 Strategic thinking and marketing planning	19	10	9	5	8	6	6	3	10	12	7	133
9 Branch performance management (2 sessions)	55	20	35	2	12	41	11	18	26	25	7	385
10 Environmental health, safety and risk management	30	11	19	12	11	7	20	5	5	15	7	210
11 Leadership (2 sessions)	49	15	34	8	8	33	20	8	21	11	5	245
12 Investigating in suspicious money laundering operations (case studies) (10 sessions)	193	82	111	49	29	115	108	61	24	43	4	772
13 Business process engineering	31	16	15	13	5	13	19	3	9	15	14	434
14 Career planning and development	31	25	6	17	9	5	23	5	3	17	14	434
Sub-total	810	339	471	210	186	414	448	180	182	43	124	6244
Specialized sessions												
15 Bankers' legal responsibility towards credit	28	20	8	15	7	6	25	2	1	8	21	588
16 Taxation system in Lebanon	89	45	44	24	27	38	63	10	16	24	7	623
17 Data analysis for decision making	17	9	8	9	3	5	17	0	0	9	25	425
18 Presentation and communication skills	21	15	6	11	4	6	21	0	0	8	14	294
19 Bank's financial analysis (2 sessions)	61	27	34	28	12	21	44	12	5	28	18	1098
20 Writing English bank correspondence	40	33	7	20	9	11	35	3	2	17	15	600
21 Project management	15	8	7	7	5	3	12	0	3	8	25	375
22 Feasibility study (2 sessions)	40	16	24	18	14	8	36	0	4	15	14	560
23 Modern secretarial skills and effective office management	22	22	0	7	7	8	21	1	0	8	25	550
24 Assets and liabilities management (3 sessions)	75	33	42	31	19	25	44	19	12	30	15	1125
25 Effective negotiation skills (2 sessions)	38	10	28	10	7	21	18	10	10	13	14	532
26 Arabic writing skills	21	15	6	11	8	2	19	1	1	11	18	378
27 Guarantees and letters of credit	26	18	8	9	7	10	21	2	3	13	18	468
28 Legal aspects of banking operations (2 sessions)	58	30	28	22	14	22	47	7	4	21	21	1218
29 IAS/IFRS (2 sessions)	112	35	77	26	26	60	57	26	29	40	8	896
30 Developing English language skills (3 sessions)***	294	-	-	-	-	-	-	-	-	-	55**	16170
Sub-total	957	336	327	248	169	246	480	93	90	40	313	25900
Internal sessions												
22 Legal aspects of banking operations (3 sessions)	65	40	25	55	9	1	63	0	2	1	3	195
23 Developing commercial awareness for administrative (2 sessions)	34	8	26	1	2	31	30	4	0	1	8	272
Investigating in suspicious money laundering operations (case studies) (10 sessions)	158	87	71	44	36	78	128	27	3	5	4	632
24 Selling skills (2 sessions)	40	9	31	6	9	25	26	2	12	1	14	560
Sub-total	297	144	153	106	56	135	247	33	17	5	29	1659
Total	2064	819*	951*	564*	411*	795*	1175*	306*	289*	43	466	33803

* Except the "Developing English Language Skills" sessions

** Average number of training hours

*** The distribution of participants to these sessions is not available for the year 2008.

III – ACTIVITIES OF THE CENTRE FOR BANKING STUDIES – ACADEMIC YEAR 2007 – 2008

Introduction

The Association of Banks in Lebanon (ABL) and the Saint Joseph University (USJ) have agreed during the last meeting of the Board of Centre for Banking Studies (CBS), which took place on January 30th 2009, on changing the Centre's status into a higher academic Institute. Therefore, both parties, as partners, will present an official request to the Ministry of Higher Education in order to obtain the full and official rights to inaugurate the new institute. This institute will award diplomas such as bachelor and master degrees in banking studies and its programs will be prepared and delivered in tight collaboration with the Faculty of Business Administration and Management in the USJ.

The Centre for Banking Studies (CBS) has continued to offer its services and know-how during the 2007-2008 academic year as it has done, for the past 40 years, in the framework of professional training for banks' employees in Lebanon.

This type of professional training includes, beside the two major diplomas in banking studies, the Specialized Diploma in Banking Studies (known as DESB) and the Advanced Diploma in Bank Management (known as DSGB), specialised training in credit, management, human resources management and financial markets.

We summarize, here below, the Centre's activities during the academic year 2007/2008, knowing that all information on the

Centre will be henceforth available on the ABL website www.abl.org.lb or on USJ's www.usj.edu.lb and will constantly be updated.

1- Specialized Diploma in Banking Studies, known in French as Diplôme d'Études Spécialisées de Banque (DESB).

a- The objective of the Specialized Diploma in Banking Studies

The Specialized Diploma in Banking Studies targets participants from baccalaureate to higher education, and is recommended to the new banks' employees.

This program facilitates the integration of the candidates, and helps them promote their skills by updating their information related to banks' environment and new banking techniques.

b- Registration

The number of registered students at the CBS for the academic year 2007/2008, during the three years of the curriculum, amounted to 129 employees. These students were distributed among different academic years and sections, as shown in the following table:

Number of registered 2007 – 2008

Year	Section	Nbr. of registered	Nbr. of accepted
Preparatory	Arabic – French	19	17
	Arabic – English	14	14
First	Arabic – French	26	24
	Arabic - English	16	15
Second	Arabic – French	31	31
	Arabic - English	23	23
Total	A/E and A/F	129	124

c- Holders of the Specialized Diploma in Banking Studies

54 students have become holders of this diploma at the end of the 2007/2008 academic year. The total number of students holding the DESB since 1998/1999 is 528 students.

d- Entrance exam for the preparatory year 2008/2009

The entrance exam for the academic year 2008/2009 was

held on September 18, 2008. 76 people, 12 of which were not working from any institution and 64 applying from 24 different banks, have participated.

Among 76 candidates, 64 were admitted and distributed as following:

	Nbr. of Registered	Nbr. of Admitted
Arabic – French section	40	31
Arabic – English Section	22	19
Total	62	50

One candidate admitted in the French section and two candidates from the English section had withdrawn before the final registration.

2- Advanced Diploma in Bank Management, known in French as Diplôme Supérieur en Gestion Bancaire (DSGB).

a- The objective of the Advanced Diploma in Bank Management

This program aims at rehabilitating competent middle managers and targets the officers with a global banking knowledge, enhancing their administrative and professional performance, and giving them the opportunity to adapt to developments

and changes in order to better assume their responsibilities. The DSGB targets bank employees with a multilateral banking experience of more than six years and holders of a university degree (baccalaureate + 3 years minimum) or the Specialized Diploma in Banking Studies.

b- Entrance exam for the academic year 2008/2009

The entrance exam for the DSGB program for the academic year 2008/2009 was held on November 19, 2007. Among the 55 who submitted the written exam and carried out the interview, 39 candidates were selected. They are distributed into two groups: 19 in the French section and 20 in the English section.

c- Registration

The number of registered candidates to this program, since the beginning of the application of the new curriculum in the year 2001, amounts to 235 employees, distributed as following:

Academic year	French section	English section
2001/2002	15	-
2002/2003	16	10*
2003/2004	19	11
2004/2005	15	12
2005/2006	18*	10*
2006/2007	18*	14*
2007/2008	19*	19*
2008/2009	19	20

*On the drafting date of the present report, it was incumbent upon some registered students for to submit their research project stipulated in the program to get their DSGB.

3- Programs of Specialized Certificates

a- ACI Dealing Certificate

Because of the great success of the preparatory session for the international exam of « ACI Dealing Certificate » which took place in the past years and recently in 2007, the Centre for Banking Studies renewed its collaboration with the Financial Markets Association - Lebanon (ACI) in order to organize the same program that was delivered twice at the Centre, between May 13th and July 3rd 2008. 22 candidates from different banks and financial institutions have participated in these sessions.

b- The "Credit" Certificate

Because of the success of the first Credit session organized in 2005 and again in 2007, the Centre for Banking Studies has launched a similar session for 2008. This certificate, conceived by the Centre for Banking Studies, consists of 2 separate certificates:

1) Credit for Individuals and SME (50 hours).

This certificate is composed of 2 parts.

- a) Credit for Individuals and SME (34 hours)
- b) Bad debt recovery (16 hours)

In order to obtain this certificate, the candidate should pass the exam of the two parts above-mentioned. Two groups of candidates have attended those two parts.

2) Credit for corporations (36 hours)

Those who want to follow the program of the second certificate must pass the 2 exams expected in the program of the first certificate. Only one group of 30 candidates has attended this part.

The Credit program for this year was organized at the Centre for Banking Studies as following:

Part	Date	Registered Number	Admitted Number
1-a-1	February 18th – March 7th	29	43
1-a-2	February 19th – March 12th	29	
1-b-1	April 2nd – April 11th	21	32
1-b-2	April 3rd – April 14th	22	
2	May 19th – June 16th	30	24

c- Certificate in Human Ressources Management

This program has been conceived in 2007 by the Centre for Banking Studies, in collaboration with experts in the Human Ressources field. Two different certificates have been provided within the context of this program; the first in human resources management and the second in strategical human resources management. The distinction between those two certificates is made by examining the candidates with final exams at each of the three parts of the seminar:

- **The role of human resources management** (16 hours) which went on from November 9th till November 23rd 2007. 18 candidates have attended this first part and have presented its final exam.
- **Human resources developpement** (24 hours) which went on from January 15th till February 22nd 2008. 18 candidates have attended this second part and have presented its final exam.
- **Legislative foundations, clearing, relations between employees, work environment** (27 hours) which went on from April 4th till May 23rd 2008. 17 candidates have attended this third part and have presented its final exam.

Following all three of the final exams and the make up exam which took place on July 4th 2008 for those who have been delayed in one or more of the three final exams, 15 candidates have received certificates in Human Ressources Management, one of which is in strategical management.

4- Current and future projects

The academic year 2008/2009 is full of new projects at the Centre:

- The Centre's administration is currently devoting itself for the preparation of all required documents to present to the Ministry of Higher Education in order to officialize the creation of the Higher Academic Institute for Banking Studies.
- The Centre's administration is currently working on a draft for the first EFCB Certificate exam (European Foundation Certificate in Banking) which will take place in fall 2009. In fact,

the Centre has been officially informed of its accreditation in order to deliver this specific certificate in December 2008.

- The Centre's administration is planning on publishing a third booklet titled n°2-2009 that includes a selection of three research papers accomplished by students in the French section of the "Advanced Diploma in Bank Management" of the last two years.

Let's note that in 2007, the Centre for Banking Studies administration published its first booklet, n°1-2007, which includes a selection of three research papers accomplished by

students in the English section of the same program, and that another publication relating 40 years of the CEB has already been prepared and will be distributed on February 11th 2009, during the ceremony celebrating this event. The declaration of the new ABL-USJ partnership will also be highlighted during this event.

- The Centre's administration will work on the accomplishment of the archiving project that has started during the year 2006/2008.

Table no 1: List of banks having registered employees at the CBS different programs in 2007 – 2008

Name of the bank	DESB 3 years	DSGB 07/08 08/09	CS		
			ACI	Credit	HR
AL-AHLI INTERNATIONAL BANK SAL	-	-	-	4	-
AL-BARAKA BANK LEBANON SAL (B.B.L.) (Islamic Bank)	-	-	-	-	2
AI-MAWARID BANK SAL	-	1	-	-	-
ARAB BANK p.l.c.	-	1	-	4	-
ARAB FINANCE HOUSE SAL	1	-	-	2	-
ASSOCIATION DES BANQUES DU LIBAN	-	-	-	-	1
BANK AUDI SAL – AUDI SARADAR GROUP	23	7	1	18	-
BANK OF BEIRUT SAL	6	2	-	4	-
BANK OF KUWAIT & THE ARAB WORLD SAL	2	3	-	2	2
BANKMED SAL	5	4	1	-	-
BANQUE BEMO SAL	5	1	1	-	-
BANQUE LATI SAL	1	-	-	-	-
BANQUE LIBANO-FRANCAISE SAL	3	-	-	4	-
BANQUE MISR LIBAN SAL	-	1	2	4	1
BANQUE NATIONALE DE PARIS INTERCONTINENTALE	-	3	-	-	1
BANQUE PHARAON ET CHIHA SAL	5	1	-	-	-
BBAC SAL	6	-	2	4	-
BLOM BANK SAL	10	6	1	-	-
BYBLOS BANK SAL	7	14	3	2	3
CREDIT LIBANAIS SAL	6	1	-	-	2
CREDITBANK SAL	2	-	-	6	-
FEDERAL BANK OF LEBANON SAL	-	1	1	-	1
FINANCE BANK SAL	-	-	-	2	-
FIRST NATIONAL BANK SAL	1	1	3	2	-
FRANSABANK SAL	10	6	-	5	1
HSBC BANK MIDDLE EAST	1	-	-	2	-
INTERCONTINENTAL BANK OF LEBANON SAL	1	1	-	4	-
JAMMAL TRUST BANK SAL	1	-	2	2	-
LEBANESE CANADIAN BANK SAL	10	7	-	-	2
LEBANON AND GULF BANK SAL	-	-	-	5	1
MIDDLE EAST AND AFRICA BANK SAL	2	-	-	-	-
NATIONAL BANK OF KUWAIT (LEBANON) SAL	3	-	-	-	-
NEAR ESAT COMMERCIAL BANK SAL	-	-	-	-	1
NORTH AFRICA COMMERCIAL BANK SAL	-	-	1	-	-
SOCIETE NOUVELLE DE LA BANQUE DE SYRIE ET DU LIBAN SAL	1	8	-	2	1
STANDARD CHARTERED BANK SAL	-	3	-	2	-
SYRIAN LEBANSE COMMERCIAL BANK SAL	1	-	-	-	-
THE SAUDI NATIONAL COMMERCIAL BANK	1	-	-	-	1
BANQUE DU LIBAN	1	-	-	-	-
GULF FINANCE AND INVESTMENT COMPANY	-	-	2	-	-
ENTREPRISES PRIVEES	-	-	1	-	-
DEMANDES LIBRES	14	1	1	-	-
TOTAL	129	73	22	80	20

Table no 2: Evolution of the number of students in the DESB program 1998 – 2008

Academic year	Section	Preparatory year	1st year	2nd year	Total	Admitted
1998-1999	arabic - french	51	37	34	122	34
	arabic – english	11	21	16	48	16
	Total	62	58	50	170	50
1999-2000	arabic - french	53	46	31	129	31
	arabic – english	21	9	19	50	17
	Total	74	55	50	179	48
2000-2001	arabic - french	44	48	44	136	43
	arabic – english	15	24	8	47	8
	Total	59	72	52	183	51
2001-2002	arabic - french	32	40	48	120	48
	arabic – english	21	17	23	61	23
	Total	53	57	71	181	71
2002-2003	arabic - french	31	34	38	103	38
	arabic – english	11	18	17	46	17
	Total	42	52	55	149	55
2003-2004	arabic - french	24	31	31	86	31
	arabic – english	22	19	15	56	15
	Total	46	50	46	142	46
2004-2005	arabic - french	31	30	27	88	27
	arabic – english	22	20	17	59	17
	Total	53	50	44	147	44
2005-2006	arabic - french	24	36	28	88	28
	arabic – english	18	30	20	68	20
	Total	42	66	48	156	48
2006-2007	arabic - french	26	31	34	91	33
	arabic – english	16	29	28	73	28
	Total	42	60	62	164	61
2007-2008	arabic - french	19	26	31	76	72
	arabic – english	14	16	23	53	52
	Total	33	42	54	129	124