



Mario Spatafora\*

# EDUKACIJA KAO INVESTICIJA

*U poseti Udruženju banaka Srbije 25. i 26. juna ove godine bio je Mario Spatafora, predsednik EBTN, koji je tom prilikom razgovarao sa dr Veroljubom Dugalićem, generalnim sekretarom UBS, o budućoj saradnji, održao predavanje o evropskim trendovima u bankarskoj edukaciji i treninzima i o ulozi bankarskih institucija u tome.*

*Prezentacija ove aktuelne teme izazvala je veliko interesovanje među učesnicima skupa, predstavnicima srpskih banaka i Narodne banke koji su zaduženi za ljudske resurse ili za sisteme obuka, treninga i drugih vidova obrazovanja.*

*Nakon razgovora sa učesnicima predsednik EBTN Spatafora dao je i intervju za časopis Bankarstvo.*

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# EDUCATION AS INVESTMENT

*On June 25<sup>th</sup> and 26<sup>th</sup>, Mr Mario Spatafora, EBTN President, paid a visit to the Association of Serbian Banks, on which occasion he spoke to Mr Veroljub Dugalic, PhD, ASB Secretary General, about the future cooperation, and delivered a lecture on the European trends in banking education and training, and on the role of banking institutions in this respect.*

*The presentation of this current topic raised a great interest among the participants of the meeting, the representatives of the Serbian banks and of the National Bank of Serbia, who are in charge of HR or training systems and other forms of learning.*

*After the discussion with the participants, Mr Spatafora also gave an interview for the Bankarstvo Magazine.*

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\* President, European Banking Training Network (EBTN)

## Kako se spremiiti za buduće izazove

*Koji su trenutni trendovi u bankarskoj edukaciji u Evropi danas, imajući u vidu uticaj finansijske krize na edukaciju?*

Krizu uvek izazivaju neki značajni događaji. U periodu od 2002. do 2008. godine bili smo svedoci impresivnog razvoja bankarskog i finansijskog sektora u smislu aktive, inovacija u kreditiranju i proizvodima u oblasti upravljanja rizikom (na vanberzanskom tržištu), kao i sve većeg korišćenja informacione tehnologije (IT). Jedan od zajedničkih faktora rasta širom planete bila je eksplozija ritejl portfolija, zatim leveridž razvoja putem inovativnih distributivnih instrumenata, kao i širenje na nova geografska područja. Paralelno sa rastom banaka, uvedeni su novi proizvodi hedžinga i upravljanja rizikom. Međutim, sredinom 2007. godine, banke su počele da se suočavaju sa problemima kao što su sabprajm kriza, kriza likvidnosti koja se postepeno razvila u veliku ekonomsku krizu, rezultirajući bankrotom mnogih banaka. Vlade širom sveta reagovala su na krizu urgentno i ujedinjenim snagama, tako da su predlagani novi regulatorni okviri. Međutim, i dalje postoje neka nerešena pitanja.

Zašto je do ovoga došlo? Da li zbog pomeranja granica u bankarstvu, poput outsorsinga, korišćenja kreditne procene treće strane, agresivne prodaje, inovativnih proizvoda

kreditiranja i kreditne procene zasnovane na scoring karticama? Da li zbog neadekvatne regulative? Koji je dalji put? Ima li potrebe preispitati politiku upravljanja rizicima? Da li je rukovodstvo u bankama preuzelo preveliki rizik? Koje su strategije za rast poslovanja/poslovni miks?

Na predstojećoj 62. Međunarodnoj bankarskoj letnjoj školi u Indiji analiziraće se i diskutovati o kauzalnim faktorima i rešenjima za period krize, sa ciljem da se osmisle „Strategije za eru potresa i izmenjenih okvira bankarstva“.

Na javnim panel diskusijama pratiće se različiti razvojni tokovi u bankarskom i finansijskom sektoru širom sveta poslednjih godina. Na sesijama će se razmatrati određena pitanja, kao što su: (i) uticaj ovakvog sleda događaja na bankarski i finansijski sektor, (ii) efikasnost prakse upravljanja rizikom u bankama, (iii) stepen rizika na trenutnom globalnom tržištu, (iv) procena potencijalnih rešenja.

Neka od pitanja kojima će se panel baviti su: Koje još oblasti treba pokriti regulativom? Kako im pristupiti? Da li u nekim slučajevima treba primeniti različitu regulativu? Da li u nekim slučajevima treba postaviti super-regulatora koji bi nadgledao sva tela u finansijskom sektoru, tj. u oblasti bankarstva, osiguranja, uzajamnih fondova, itd.? Kakva regulativa je potrebna oblastima koje su u povoju, poput

**Mario Spatafora** je predsednik EBTN od 2005. godine. Pre toga radio je u Udruženju banaka Italije od 1980. do 1998. godine gde je bio zadužen za Kabinet predsednika

Udruženja a potom za organizacioni razvoj i ljudske resurse. Generalni je sekretar Asocijacije za organizaciju i razvoj ljudskih resursa i profesor na Rimskom univerzitetu - na Pedagoškom fakultetu za predmet: *Korporativna organizacija i doživotno učenje*.



**Mario Spatafora** has been the President of EBTN since 2005. Before that, he worked for ABI - the Italian Banking Association in the period from 1980 till 1998, where he was

in charge of the General Secretariat and then of the Organizational Development and Human Resources Department. He is the Secretary General of the Organisational and HR Development Association, and the Professor in *Organizational Development and Long-life Learning* at the Faculty of Training Sciences of the Roma University.

## How to Prepare for the Future Challenges

*What are the current trends in banking education in Europe today, having in mind the impact of the financial crisis?*

Turbulence is always triggered by some major events. The period 2002-2008 has witnessed an impressive growth of banking and finance sector in terms of assets, innovation of lending and risk management (OTC products) and increased use of Information technology (IT). One of the common factors for growth across the globe has been explosion of retail portfolio and leveraging the growth through innovative distributive instruments and acquiring new geographies. As banks grew in size, new hedge and risk management products were introduced. However, in mid 2007 banks started facing issues such as sub-prime crisis, liquidity crisis which snowballed into a major economic crisis resulting in the failure of many banks. The governments world over have been responding to the crisis with alacrity and unison and new regulatory frameworks are being proposed. Still, a few questions remain.

Why did this happen? Is it on account of opening the new frontiers of banking such as outsourcing, using third party credit appraisal, aggressive selling, innovative lending products and scorecard based assessment of credit? Is it on account of inadequate regulation? What is the way forward? Is there a need to revisit risk management policies? Did bank managements take too much risk? What are the strategies for business growth/business mix?

The forthcoming 62<sup>nd</sup> International Banking Summer School in India will analyze and deliberate on the causal factors and the remedies for the turbulence, arriving at the 'Strategies for the era of turbulence and changing contours of banking'.

The high profile panel discussions will look at the various developments in the banking and financial sector across the world in the recent years. The sessions will cover certain issues such as (i) the impact of the given sequence of events on the banking and financial sector, (ii) efficacy of risk management practices adopted by the banks, (iii) the riskiness in the current

global market, (iv) evaluation of the potential solutions.

Some of the issues to be addressed by the panel are: What are the uncovered areas for regulation? How to address them? Is there a case for differentiated regulation? Is there a case for a super regulator to oversee all entities in the financial sector viz., banking, insurance, mutual funds, etc.? What type of regulation is needed for innovative areas such as e-banking, e-commerce, mobile banking, etc.?

CEOs of various banks will deliberate on banking strategies to be adopted as a preparation for the future challenges. The areas of focus for the discussion will be risks, retail banking, globalization and Information Technology.

The case studies will be conducted on the following topics: Asset Liability Management, Optimization of branch operations, Credit Risk Management, What did go wrong with the major financial institutions? What's your bank's risk score?

In any case, to sum up, I will give you some ideas, trying to make my reply as short and concise as possible. First of all, the pillar of the European Commission is the investment in lifelong learning, which breaks into two subcategories, one being the Bologna Process (1999), covering higher education at the universities and schools, and the other being the Copenhagen Process (2002), dealing with the Vocational Professional Training. These are the two directions, whose goal is to achieve cultural progress by the end of 2010. In other words, the idea of the European Commission is to increase all types of training activities in different professional cultures in Europe. For this reason, they underline three different points. One of these points was to give special relevance to training activities through certification; the second one was related to qualification through the EQF, and the third one was about the quality assurance methodology. These are the main pillars, and we are working on reaching these goals by the end of 2010, then beginning the second phase.

*Do we need some standardization in education, i.e. what is the advantage of certificates that are widely recognized, like EFCEB is?*

elektronskog bankarstva, elektronske trgovine, mobilnog bankarstva itd.?

Izvršni direktori različitih banaka diskutovao o bankarskim strategijama koje treba usvojiti kako bismo bili spremni za buduće izazove. Oblasti na koje će se diskusija usmeriti su rizici, poslovi sa stanovništvom, globalizacija i informacione tehnologije.

Biće organizovane studije slučaja na sledeće teme: Upravljanje aktivom i pasivom, Optimizacija poslovanja filijale, Upravljanje kreditnim rizikom, Šta je pošlo po zlu u velikim finansijskim institucijama?, Koliki je skor rizika Vaše banke?

U svakom slučaju, da sumiramo, predočiću Vam neke ideje, trudeći se da budem kratak i koncizan u svom odgovoru. Pre svega, stub Evropske komisije predstavlja investiranje u doživotno učenje, što se dalje deli na dve potkategorije, od kojih je prva Bolonjski proces (1999. godina), koji pokriva visoko obrazovanje na univerzitetima i školama, a druga Kopenhavska deklaracija (2002. godina), koja se tiče profesionalne obuke. To su dva pravca koja imaju za cilj ostvarivanje kulturnog napretka do kraja 2010. godine. Drugim rečima, ideja Evropske komisije jeste da poveća sve aktivnosti obuke u različitim profesionalnim kulturama u Evropi. Iz tog razloga, potenciraju se tri različita pitanja. Jedno od ovih pitanja jeste pridavanje posebne važnosti aktivnostima obuke putem sertifikacije; drugo se tiče kvalifikacije putem Evropskog okvira kvalifikacija, a treće se bavi metodologijom utvrđivanja kvaliteta. To su osnove, i mi radimo na ostvarivanju ovih ciljeva do kraja 2010. godine, kako bismo mogli da započnemo drugu fazu.

*Da li nam je potrebna standardizacija u edukaciji, tj. kakva je prednost sertifikata koji su široko prepoznati i prihvaćeni, kao što je to slučaj sa EFCB sertifikatom?*

Moramo praviti razliku između sprovođenja standardizacije i harmonizacije. Kada govorimo o standardizaciji, u vezi sa sertifikatima, podrazumeva se da u svakom slučaju moramo poštovati različite kulture i različite uloge koje su, naravno, prisutne u različitim zemljama, ali ono što možemo da uradimo jeste da definišemo standardni okvir, tj. opišemo glavne teme ispita,

pritom, naravno, ostavljajući slobodu zemljama da neznatno prilagode sadržaj svojim internim pravilima i propisima. Princip čitavog okvira je isti za sve zemlje, a u okviru njega imate određene slobode. Na taj način se obavlja harmonizacija različitih tema i, shodno tome, različitih aktivnosti.

Mogu, recimo, da navedem primer komplajansa, koji je veoma relevantna oblast. Jasno je da u Italiji imamo određenu regulativu u tom pogledu, a da u Velikoj Britaniji, na primer, ili u bilo kojoj drugoj zemlji, imaju drugačiju regulativu. Isto važi i za upravljanje rizicima, koje je regulisano Bazelom II. Glavni princip je isti, ali postoje neka specifična interna pravila koja moramo poštovati.

## Evropska uporedivost

*Da li imate neku sugestiju kako bi naše tržište bankarske edukacije trebalo dalje da se razvija u pogledu doprinosa EFCB sertifikata ovom tržištu, imajući u vidu činjenicu da veliki broj banaka u Srbiji ima većinski udeo stranog vlasništva?*

Bez obzira na to da li je banka sa većinskim udelom stranog kapitala ili ne, najvažnije je da je evropska banka. Tako, na primer, za mene UniCredit banka nije italijanska banka, samo je ime italijansko, a banka je evropska. Isto tako, Deutsche banka nije nemačka banka. Ono što moramo da shvatimo jeste da je bankarski i finansijski sektor o kome govorimo zapravo evropski bankarski i finansijski sektor. Ali, pitanje je zašto su nam potrebni sertifikati. Svrha sertifikata je da omoguće uporedivost između različitih zemalja, kao i razumljivost, što znači da ja mogu da pročitam i razumem kojim znanjem, veštinama, sklonostima i kompetentnošću Vi raspolazete. Takođe, putem sertifikata dobijate mogućnost da se krećete ne samo unutar svoje zemlje, sa severa na jug, iz jedne banke u drugu, već i da se krećete po drugim zemljama. To može biti unutar iste banke, recimo, Deutsche banke ili UniCredit banke, ukoliko postoji filijala UniCredit banke u Srbiji, jer ako EFCB sertifikat postoji u Srbiji, on je isti u Italiji, Turskoj i u svim drugim zemljama. Zamislite koliko bi korisno bilo za bankarske sektore svih zemalja, kao i za sve

We have to make a distinction between conducting standardization and harmonization. When we talk about standardization, in relation to the certificates, we imply that in any case we have to respect the different cultures and the different roles that are, naturally, present in different countries, but what we can do is to define a standard framework, i.e. we have to describe the main topics that should be part of the examinations, at the same time, of course, leaving the freedom to the countries to slightly adapt the content according to their internal rules and regulations. The principle of the framework is the same for all countries, and within it you have certain freedoms. This is the way to harmonize different topics and, consequently, different activities.

I can, for instance, give you an example of compliance, which is a very relevant field. It is clear that in Italy we have certain regulations in respect of that, and that in the UK, for instance, or in any other country they have other regulations. The same goes for risk management, regulated by the Basle II Accord. The main principle is the same, but there are some specific internal rules that we have to respect.

## European Comparability

*Do you have any suggestions on how our banking training market should develop further in respect of the contribution of EFCB certificates to the Serbian market, having in mind that most of the banks in Serbia are foreign owned banks?*

Regardless of whether you are a foreign-owned bank or not, what matters is that you are a European bank. Thus, for instance, for me the UniCredit Bank is not an Italian bank, only its name is Italian and the bank is European. Similarly, Deutsche Bank is not a German bank. What we have to understand is that the banking and financial sector that we are talking about is the European banking and financial sector. But the question is why we need the certificates. Certificates have the purpose of enabling the comparability between the different countries, and also the legibility, meaning that I can read and understand what your knowledge, skills, aptitudes and competencies are. In addition, the certificates give you the possibility to move not only within your country, from the north to the south, from one bank to another, but also to move to other countries. This could be within the same bank, say, Deutsche Bank or UniCredit



Mario Spatafora i dr Veroljub Dugalić

banke, da imaju nešto što se može porediti i što bi omogućilo lakše kretanje.

*Prema Vašem mišljenju, da li je jedan od razloga trenutne finansijske krize nedovoljna pažnja posvećena edukaciji u onim bankama u Evropi i svetu koje su stradale u krizi?*

Moja prva sugestija je da, iako Srbija još uvek nije u Evropskoj uniji, Vi kao Udruženje banaka, po mom mišljenju, morate početi da podstičete celokupan bankarski sektor Srbije da se pripremi za narednu godinu. Drugim rečima, morate početi da se pripremate već danas, kako biste bili spremni u pravom trenutku. U suprotnom, samo traćite vreme. Tokom perioda krize, ne treba da prestanemo sa radom, već treba da se spremamo za budućnost, za vreme nakon prestanka krize. Kada neke banke odluče da nemaju dovoljno novca i obustave svoje aktivnosti, obuke, prestanu da zapošljavaju ljude, ne organizuju konferencije, ne putuju... To im i nije baš najpametnije! Možete smanjiti obim nekih aktivnosti, ali i dalje morate investirati u nešto što će vam koristiti u bliskoj budućnosti. U tom pogledu, moja sugestija je da se odmah velika pažnja posveti obuci ili profesionalnim aktivnostima koje su od koristi u budućem periodu.

## Ulaganje u ljudske resurse je ulaganje u imidž banke

*Mislite li da su zemlje u regionu, poput Rumunije, Bugarske, Slovenije, Slovačke, itd. bile dovoljno pripremljene za ulazak u EU kada je u pitanju bankarski sektor ovih zemalja, i da li je Srbija trenutno na njihovom nivou u tom pogledu?*

Iz iskustva koje imam sa Bugarskom, Rumunijom, Slovenijom i Slovačkom, s obzirom da su ove zemlje članice EBTN-a već dugi niz godina, mogu da kažem da su Slovenija i Slovačka, na primer, odmah prihvatile i uvele EFCB sertifikate. Pritom nije važno da li imate samo jedan sertifikat ili ne, ono što je važno jesu kriterijumi koji su, sa idejom da se ima ovakva vrsta sertifikata, uvedeni u aktivnosti obuke u okviru bankarskog sektora svake zemlje. Što se tiče Rumunije, na poslednjem sastanku sa predsednikom Udruženja banaka Rumunije, rekao mi je da godišnje izdaju oko 400 novih EFCB sertifikata. Stoga je jasno da oni počinju da šire zajedničku profesionalnu kulturu u bankarskom sektoru. Po mom mišljenju, takođe, u Rumuniji, recimo, ali i u Sloveniji, isto tako, ulažu velike napore na implementaciji Evropskih okvira kvalifikacija. Postoji jasan poziv da se to uradi od 2010. godine, ali oni na tome već rade.

### Evropska bankarska trening mreža

EBTN je evropska asocijacija za akreditaciju i sertifikaciju znanja i kompetentnosti u sektoru finansijskih usluga. Osnovana je 1991. godine kao neprofitno udruženje sa vizijom da postavi evropske standarde u edukaciji i obuci, unapredi profesionalnu kulturu i razvije međunarodne odnose i saradnju. Danas ima 36 stalnih i 11 pridruženih članica.



### European Bank Training Network

EBTN is a European Association for Accreditation and Certification of knowledge and competencies in the financial services sector. It was established in 1991 as a non-profit association with a vision to create education and training standards in Europe, enhance professional European culture, and develop international relations and alliances. Today it has 36 full members and 11 associate members.

Bank, if there is a branch of the UniCredit Bank in Serbia, and if there is the EFCB in Serbia, it is the same in Italy, in Turkey, and in all other countries. Imagine how useful it could be for all banking sectors and also for all banks to have something comparable that might facilitate mobility.

*In your opinion, is one of the reasons behind the current financial crisis the insufficient attention paid to education in those banks that are now hit by the crisis in Europe and in the world?*

My first suggestion is that although Serbia is not yet in the EU, you as an Association of Banks, in my opinion, have to begin to invite the whole Serbian banking sector to be ready for the next year. In other words, you have to begin to prepare today in order to be ready at the right time. Because, otherwise, you are wasting time. During the period of the crisis we are not supposed to stop working, but we have to prepare people for the future, for the time after the crisis. When some banks decide that they do not have enough money, and, consequently, stop the training activities, stop hiring people, stop organizing conferences, stop travelling, etc. It is not such a good idea! You can reduce some activities, but still have to invest in something very useful for your near future. In this respect, my suggestion is to immediately pay great attention to the training or professional activities that are very useful for the future.

### **Investment in HR is an Investment in the Bank's Brand Image**

*Do you think that our neighbouring countries, such as Romania, Bulgaria, Slovenia, Slovakia, etc. were sufficiently well prepared for entering the EU when it comes to the banking sectors of these countries, and whether Serbia is currently at their level in this respect?*

From the experience I have had with Bulgaria, Romania, Slovenia, and Slovakia, these countries being the EBTN members for several years already, I can say that, for example, Slovenia and Slovakia, long time ago,

immediately accepted and introduced the EFCB certificates. And it is not relevant whether you have just one certificate or not, what is important are the criteria that have been introduced in the training activities within the banking sector of each country with the idea of having this kind of certificates. Speaking of Romania, at the last meeting I had with the President of the Romanian Banking Association he told me that they issue about 400 new EFCB certificates each year. Therefore, you can imagine that they are beginning to expand the common professional culture in the banking sector. In my opinion also, in Romania for example, but in Slovenia, too, they have been working hard on applying the European Qualification Framework. There is a clear invitation for that starting from 2010, but they are working on it already.

My suggestion is not to waste time if you already have an opportunity to do something. Why remain inactive instead of operating and gaining some time? Thus, at the right time, you will be completely ready, not to begin but to proceed.

The meeting at the Association of Serbian Banks today was an excellent opportunity for the banks' representatives to see what the banks in the neighbouring countries are doing, and also an invitation for them to begin to work together, because in any case, you need time to convince people to begin to work together, since it is not easy to motivate them to accept the European rules. At the beginning, the banks, being quite jealous, say that this is not relevant, that they have other things to do, and that the training is expensive. This is always the same, but the competition in the market and the new brand image of a bank are important, because investing in human resources also means having the new brand image. Take UniCredit Bank, for example, for the sake of illustration. If a person has a choice to enter a small bank or the UniCredit Bank, with the same position and the same salary, it is clear that he/she would prefer to earn 50 Euros less and go to the UniCredit. Why? Because of the image and brand of the UniCredit Bank. If you are investing in human resources, you are investing in your image in the market, which impacts your competitive position. This is what the banks need to understand.

Moj predlog je da se ne gubi vreme, ako već imate priliku da nešto uradite odmah. Zašto biste ostali neaktivni umesto da radite i steknete vremensku prednost? Na taj način ćete u pravom trenutku biti potpuno spremni, ne da nešto započnete, već da idete dalje.

Današnji sastanak u Udruženju banaka Srbije bio je odlična prilika da se predstavnici banaka upoznaju sa načinom poslovanja bankarskog sektora u susednim zemljama, kao i svojevrsan poziv bankama da počnu da rade zajedno jer, u svakom slučaju, treba vremena da ubedite ljude da počnu da sarađuju, s obzirom da ih nije lako motivisati da prihvate evropska pravila. U početku, s obzirom da su prilično ljubomorne, banke kažu da to nije važno, da imaju druga posla, i da je obuka skupa. To je uvek tako, ali konkurencija na tržištu i novi brend banke jeste važan, jer ulaganje u ljudske resurse takođe znači i uspostavljanje novog brenda. Uzmite, recimo, UniCredit banku, radi ilustracije. Ukoliko neko može da bira između zaposlenja u nekoj maloj banci i u UniCredit banci, na istom radnom mestu i uz istu platu, jasno je da će on radije zarađivati 50 evra manje, a otići u UniCredit. Zašto? Zbog imidža i brenda UniCredit banke. Ukoliko ulažete u ljudske resurse, ulažete u svoj imidž na tržištu, što utiče na Vašu konkurentnu poziciju. To je nešto što banke moraju da shvate.

*Kao što Vam je već poznato, Udruženje banaka Srbije izdaje časopis Bankarstvo. Smatrate li da je to dobra praksa koja doprinosi aktivnostima edukacije u bankarskom sektoru?*

Ovo je odlično pitanje. Baš sam o tome diskutovao sa svojim Bordom i sa Udruženjem banaka Italije proteklih meseci. Bilo je ljudi koji su govorili da treba sve da postavimo na intranet mrežu, jer je to dovoljno. Ali ja sam rekao ne, zato što je kultura nešto konkretno, nešto što, pre svega, prikazuje sliku nečega. Verovatno nećete sve odmah pročitati, ali imate časopis na svom stolu, vidite ga, znate da ćete u njemu moći da nađete nešto zanimljivo.

Nedavno sam razgovarao sa kolegicom iz Narodne banke i ona mi je govorila o nečemu, a ja sam odgovorio „Vidi, ima jedan članak u mom časopisu, napisao ga je tvoj kolega iz Narodne banke Italije. Mislim da će ti biti zanimljivo da ga pročitaš“. Potpuno je drugačije kada ste u stanju da nekome pokažete nešto napisano, i kada samo kažete da nešto može da se nađe na intranetu. Stoga ja u potpunosti zagovaram štampanje časopisa ali, naravno, to umnogome zavisi i od sadržine, jer morate štampati nešto korisno, ne predugačko, i razumljivo. Ipak, časopis je časopis. To vam je kao sa kravatom. Ako nosite kravatu, odlično. Ako je ne nosite, to nije isto. Vidite istog čoveka, ali će vam, sa kravatom, verovatno izgledati malo bolje.

*Odkora u Udruženju banaka Srbije praktikujemo da kad izađe novi broj časopisa Bankarstvo, stari postavljamo na naš vebisajt.*

Da, i mi primenjujemo isti princip sa EBTN biltenom. Ali, zanimljivo je spomenuti da smo prošle godine slavili 30 godina štampanja našeg časopisa, i tom prilikom sam odabrao neke članke iz svake godine, sastavivši zbornik od trideset godina obuke u bankarskom sektoru. I Vi možete početi da sakupljate neke članke i da ih objavljujete na svakih 5 godina, na primer, ili možete imati specijalno izdanje koje će se baviti isključivo obukom, edukacijom i profesionalnim razvojem.

*Da, tako bismo otkrili koliko su neki članci i teme još uvek aktuelni, čak i ako su štampani pre mnogo godina.*

Upravo tako. Našao sam jedan članak štampan pre 20 godina, i ljudi su mi rekli: „Jao, ovo je odličan članak, potpuno nova stvar, ko ga je napisao?“ Zaista neverovatno, potpuno nov i aktuelan članak, a objavljen pre 20 godina. Dobro, ovo je samo anegdota, ali to zaista jeste tako.

Svetlana Pantelić

*As you already know, the Association of Serbian Banks publishes the Bankarstvo Magazine. Do you think that this is a good practice, contributing to the educational activities within the banking sector?*

This is a very good question. I had the very same discussion with my Board and the Italian Banking Association in the last months. There were people saying that we should put everything on the Intranet, because it is enough. And I said no, because the culture is something concrete, first and foremost showing the image of something. You probably will not read everything immediately, but you have it on your desk, you see its presence, you know that you will be able to find something interesting there. Recently I spoke with a colleague from the National Bank and she was telling me about something, and I said "Look, there is an article in my magazine by your colleague from the National Bank of Italy. It is a very interesting article for you." It is completely different if you are able to show something written, rather than just say that something can be found on the Intranet. Thus, I am completely in favour of publishing magazines, but, of course, this depends on the content, because you have to publish something useful, understandable, and not too long. Still, magazine is a magazine. This is like with a tie. If you are wearing a tie, good. If you are not, it is not the same. You see

the same man, but with a tie, he will probably look a bit better.

*We, at the Association of Serbian Banks, have recently introduced the practice of posting the last issue of the Bankarstvo Magazine at our website once the new issue is published.*

Yes, we do the same thing with the EBTNewsletter. But, it is interesting to mention that last year we celebrated the 30<sup>th</sup> anniversary of publishing this magazine, and I selected some articles from each year, thus making a collection of thirty years of training within the banking sector. You can also begin now to select some articles and publish them every 5 years, for example, or you can have a special issue dealing only with training, education, and professional development.

*Yes, thus we could discover how current some articles and topics still are, even though published many years ago.*

Exactly. I found an article published 20 years ago, and the people said: "Vow, this is a great article, completely new, who wrote it?" It was really amazing, a completely new and current article, though published 20 years ago. Now, this is only an anecdote, but it really is like that.

Svetlana Pantelić



M. Spatafora: "Evropski trendovi u bankarskoj edukaciji i treningu - uloga instituta za bankarstvo"

M. Spatafora: "European trends in banking education and training - the role of banking institutes"