

WANTED:

Systems to boost employee productivity

Duane Kimball's business is booming: His clients are even tracking him down for help on week-ends.

What's so urgent? The need to improve employee productivity.

Financial institution managers are working overtime trying to figure out how to get more out of their employees' workdays.

Kimball is chief executive officer of Emanacom, Inc., Sommerworth, N.H., a vendor of PC-based software that tracks employee performance in sales and other areas of interest to financial institutions.

Emanacom installed more than 75 of its systems in 1990, up from about 40 the previous year. And, similar growth is projected for this year.

But, the software purchases don't begin to tell the story of what's going on out there, according to Kimball. He says he's impressed by his clients' commitment to employee productivity, as evidenced by their weekend ruminations on the subject.

"It's a huge issue," he says.

Indeed, improving productivity may be one of the few strategies savings institutions have today as they strive to boost their profitability by cutting expenses.

NARROW OFFERINGS

Institutions today are seeking to manage their employees the way they've managed their cash flow, interest rate risk and other financial matters — with the use of automated monitoring systems.

Software programs help to staff, schedule and track performance

So says Peter Oeth, chief executive officer of Arbor Consultants, Corona del Mar, Calif. Oeth's company markets a software package that helps schedule employees.

The institution venturing into the technological marketplace will find a range of systems dealing with narrow areas of personnel management, Oeth says.

Some track sales, some monitor back-office activities, and others help schedule workers. Unfortunately, says Oeth, "no one [package] has really put its arms around the whole problem."

An in-house management information system capable of directing and monitoring all employee activities would cost \$120,000 to \$160,000, according to Oeth.

But because they're unable to one-stop shop, institutions today must take a piecemeal approach to employee management programs. They select from a range of specialized products that vary in price from \$1,000 to \$10,000.

The following table presents some of the products available for:

- Determining necessary staff levels.

- Scheduling personnel.
- Tracking employee performance.

Systems chosen for the table were selected for their ability to monitor more than one type of employee or function.

Many other software packages exist to help manage even narrower aspects of human resource management, such as teller staffing.

MEASURING WORKS

Generally, says Oeth, the higher the price of a system, the more detailed the reporting a user can expect.

But, even the least expensive and simplest automated employee management can produce immediate benefits.

"If you start to measure productivity, it automatically goes up," Oeth says. "If you just put a graph on the wall where people can see it, the improvement is immediate."

Family Bank, Haverhill, Mass., would agree.

Cross-selling efforts at the \$469 million savings bank were helped with the implementation in 1989 of a tracking program marketed by Barry Leeds & Associates, New York.

Gina Cogswell, director of marketing, says sales tracking was essential to boosting cross-sell ratios from 1.12% in 1989 to 1.68% by March of this year.

In addition, Family Bank automatically tracks output and errors by employees in its proof-of-deposit department. And, says Bruce Fenn, senior vice president, it continues to seek new ways to measure and track performance in other departments. 

Joseph Harrington

THESE SYSTEMS ENHANCE EMPLOYEE PRODUCTIVITY

Here's a sampling of available software systems; all are PC-based unless otherwise noted.

| Software program | Cross-Sell Plus Imperial | Cross-Trac 2000 | Measurement Plus | Motivator Bank Management System |
|----------------------|---|--|---|---|
| Vendor | Emanacom, Inc., 22 Interstate Rd., Sommerworth, NH 03842; Duane Kimball, CEO; 603-926-6449 | Bary Leeds & Associates, 38 E. 29th St., New York, NY 10016; Steven Roth, president; 212-889-5941 | Deluxe Sales Development Systems, 12136 W. Bayaud Ave., Suite 300, Lakewood, CO 80228; Willy Ashbrook, national sales manager; 303-987-1970 | Resource One, Inc., 114 State St., Commerce, GA 30529; Michael Newbury, president; 404-335-5684 |
| Features | Tracks origin of deposits and calculates incentive compensation to favor certain products or new customers. Programs also available for measuring service quality and telemarketing productivity. | Reports sales and cross-sales by branch and employee. Calculates incentive compensation. Tracks performance of "floating" employees. Available as a PC-based system or through a service bureau. | Service bureau system that tracks sales at six different levels of an institution, from holding company to individual employee. Reports cross-sell ratios and specific product sales by dollar amount, volume and demographics. A second program tracks referrals made and accounts opened. | Enables institutions to create statistical indices to measure performance and productivity in lending, customer service, back-office operations and other areas. Calculates incentive compensation. |
| User comments | "It's well-received by the people who input the data. It's easy to correct [input] errors," reports \$940 million Main Line Federal Savings Bank, Villanova, Pa. | "Staff people are very interested in the reports. Some branch managers can't wait to get them in their hands" to coach employees, says \$469 million Family Bank, Haverhill, Mass. | This vendor "seems to offer the best service, and its [sales] training program is very good," reports \$1.5 billion Landmark Savings, Pittsburgh. Reports generated give a quantifiable basis for granting merit pay increases. | By streamlining the gathering and reporting of sales information, this system "allows manager to focus on coaching individuals. The sales manager's coaching role just not possible without the information," reports \$2.6 billion Champion Federal Savings, Bloomington, Ill. |
| Base cost | \$4,995 | \$5,000 | \$5,000 | \$8,500 |

Performance Tracking

IPS, A Division of The John Harland Company, P.O. Box 105250, Atlanta, GA 30348; Jeb Cashin, product manager; 800-228-4479, 404-981-9460 (in GA)

Sales-tracking program available through service bureau and with PC utility. PC utility allows institution to create a "performance index" for each employee by assigning points to each product sold.

"There's enough [different] information generated to satisfy every sales manager's personal need for information," reports \$12 billion First City Texas, a Houston-based commercial bank. Use of standardized sales measurement has boosted the credibility of sales awards.

\$225 a month, minimum charge

Platgraph

RKM & Associates, 1770 Indian Trail Rd., Suite 390, Norcross, GA 30093; Van Roberts, director of sales; 800-346-8739, 404-564-2999 (in GA)

Monitors platform activities in seven user-defined categories. Default categories include phone calling, document preparation, customer assistance, lending, sales and clerical.

The graphing of activities "makes it easier to see where we need to make scheduling changes or to increase or decrease staff," says \$220 million Sun Commercial Bank, Panama City, Fla.

\$9,995

Sales Measurement System

Measurement Systems, Inc., 70 Main St., Milo, ME 04463; Susan Duff, president; 207-965-8039

Sales-tracking system that reports each employee's sales and cross-sales by new and existing customers and by sources of funds. Available as PC-based system or through a service bureau.

"The reports are very easy to read. Front-line employees don't have to decipher anything," reports \$1.6 billion Flagler Federal, Miami, Fla. Standardized reporting has boosted participation in sales promotions.

\$3,995

The Sales System

ETS Systems, Inc., 1048 Ridgewood Dr., Highland Park, IL 60035; Ellen Scherr, president; 708-433-1188

Tracks sales, referrals and outside business development calls. Calculates incentive compensation. Tracks the time it takes for a sales representative to open an account with a customer.

"It is very easy to understand; the reports are self-explanatory. It has definitely enhanced our sales culture," reports \$730 million North Shore Bank FSB, Brookfield, Wis.

\$6,000

Staffing for Success

Arbor Consultants, 420 Mendoza Terrace, Corona del Mar, CA 92625; Frank Shea, marketing director; 714-721-0191

Reports customer traffic and service patterns by branch for same days of week or contiguous time periods. Analyzes time spent on back-office activities.

"It's very easy to use and doesn't require a lot of time to generate reports. The flexibility it gives in scheduling part-timers really enlightened us" to the possibilities for using them, reports \$318 million Progress Federal Savings Bank, Plymouth Landing, Pa. It identifies slow tellers in need of additional training.

\$1,200