

SG-SSB LTD

SG-SSB limited is a subsidiary of the Societe Generale Group, one of the largest banks in the Euro-zone, among the top French companies by market capitalization and one of the 15 largest banks in the world. In Ghana, SG-SSB is one of the five (5) largest retail banks.

The Bank's mission is to create a preferred banking institution, which employs professionalism, team work and innovation to provide quality products and services that best satisfy the needs of its customers

The bank covers the breadth of the country and is represented in every region in Ghana. Its 38 branches are fully networked. It also has a very strong representation in the western Region where financial support is provided to support cocoa farmers.

As a subsidiary of Societe Generale, the bank offers its large clients the opportunity to directly transact business in the sub-region and African market using various Information Technology facilities and related electronic products

The Bank's competitive advantage is built on its team spirit, professionalism and innovation, quality products and services to satisfy its customers. It is also pursuing a balanced growth strategy for its deposits, credits, retail and corporate services based on a strong network of the branches.

On the social responsibility front, the bank has contributed to the promotion of education and development through the sponsorship of educational institutions and programs and other social activities.

Core Values

Living the values of Professionalism, Team Spirit and Innovation are consistent with the bank's on-going commitment to excellence and the successful development of the bank. These values are the central pillars supporting the bank. With these values, the bank helps individuals reach their goals and that of the organisation. The bank also builds its competitive advantage on these values.

Products & Services

SG-SSB draws upon the talent within the bank to create new innovations that enable us to anticipate our customers' needs and provide them with new products and services. To this end, a number of new and innovative products that make banking simpler have been added to the bank's existing range to help meet the needs of its customers.

Quality

The Bank continually strives to provide quality products, services and facilities for its valued customers. It therefore has a Quality Suggestion Scheme in place which allows all stakeholders to send in their suggestions on how the bank can improve the quality of products and services offered. It welcomes suggestions

and encourages all employees to send in suggestions to the Quality Assurance Department for analysis and the best idea is rewarded.

Customer Satisfaction

At SG-SSB, satisfying the customer and building rewarding relationships continues to be one of the basis for the bank's development strategy. The bank believes that this will help create shareholder value and consolidate its position in the market.

BRIEF INFORMATION ABOUT THE RECRUITING DEPARTMENTS

1. **RETAIL BANKING DIVISION**
 - Branch
 - Cards
 - Marketing & Communication
 - Call Centre

2. **RETAIL BACK OFFICE & ADMINISTRATION**
 - Retail Back Office
 - Retail Supervision

3. **TREASURY DEPARTMENT**

4. **BUSINESS BANKING DEPARTMENT**
 - Organization
 - Small & Medium Enterprises (SME):
 - Business Credit Administration & Finance Lease

5. **INTERNATIONAL BUSINESS BANKING CENTER (IBC)**

6. **ORGANISATION AND SUPPORT DEPARTMENT (PROJECTS)**

7. **INFORMATION SYSTEMS TECHNOLOGY DEPARTMENT**
 - Office Automation
 - Research and Development
 - Network & Systems
 - Production
 - IT Security

8. **FINANCE DEPARTMENT**
 - Accounting Services
 - Management Control
 - Treasury Processing Service.

9. **RISK MANAGEMENT DEPARTMENT**
 - The Commitment Monitoring Unit:

10. **HUMAN RESOURCE MANAGEMENT DEPARTMENT**

(1) RETAIL BANKING DIVISION

This is one of the key commercial units of SG-SSB Ltd. As the name implies, it deals with individuals and groups, selling the Bank's products and services. It is touted as the face of the Bank and employs between 55 – 60% of the staff population.

The key units/services under Retail Banking Division are: Branch, Cards, Marketing & Communication and other Branch Support Units. A brief description of each can be found below.

Branch:

This is the main Sales and Service points of the Bank for all departments including Corporate and Treasury. This is also where all customer interaction takes place, where perceptions about the Bank are formed. Individuals with great inter-personal skills as well as those who have the flair for service are sure to find working in the branch environment rewarding and satisfying. Those aspiring to become relationship managers in future can begin their career from the branch

Cards:

It is one of the branch support units. It is involved in the production, distribution and management of the various ATMs/Point of Sale (POS) cards issued by the Bank. It has an Acquiring section that recruits and supports sales outlets by equipping them with POS terminals to handle both local and international Visa cards. It has a back office that handles ATM transactions reconciliation and ATM-related complaints. Skills that can be developed in this unit include- cards management skills, ATM management skills, relationship management skills as well as gaining an understanding on an international payment system –VISA among others. This area is heavily driven by technology and individuals with this orientation will find a home here.

Marketing & Communication:

Marketing and Communication unit has the main responsibility of providing support services to departments and units within the Bank. It also ensures products and services are properly developed, distributed and promoted to both internal and external customers. The department also has the responsibility of handling all communication in relation to the Bank and the public.

Call Centre

This Unit also reports to the head of the marketing department. The centre uses telephone in its dealings. Services cover general enquiries, customer care and telemarketing particularly on financial issues pertaining to the Bank and the industry as a whole. The Call Centre will eventually become a Telesales unit. Sales, Marketing and communications students can gain a lot from Marketing and Communication.

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(2) RETAIL BACK OFFICE & ADMINISTRATION

The department oversees the functions of the following units: Retail Back office, Cards and Retail Supervision. The department also acts as an anchor for branches especially in their back office activities. The department coordinates the requirements between the departments/units under it and the Bank's operational/support units i.e. Retail Sales, Services and Development, Marketing and Communications, Accounting, Inspection, Information Systems and Technology, General Resources, etc. and any third parties relating to the departments. The department has oversight of the departments/units in ensuring their compliance and delivery efficiency in line with Bank guidelines for fraud prevention, Banking regulations, controls and overall security.

Other functions include working as the correspondent for Retail Banking Division on some of the bank's corporate governance committees i.e. Compliance and AML Committee, Operational Risk Committee, submission of monthly/quarterly returns, etc.

Retail Back Office

Supervise the delivery of excellent service to branches through operational effectiveness and efficiency in line with the bank's policies on **Retail Credit Administration**. All Retail Loans requests from branches are processed at a central point in this unit and sent back to them for booking. Going forward on implementation of DELTA/AKOBEN, all Retail Loans will be processed and booked at the Retail credit Administration.

It also supervises the account opening monitoring unit in **Retail Operations** to ensure that accounts opened by branches are properly vetted to comply with the

account opening procedures. In the Akoben environment, Retail Operations will centrally handle rescheduling and early redemption requests for Treasury bills and term deposit booked by the branches. Matters arising after processing of Multichannel Products i.e. Sikamail, Sikatel, and Sikatext) shall also be handled centrally.

Retail Supervision

Monitors and controls past due loans and documentation compliance for all individuals. Also monitors portfolio trends and conditions by analyzing the Risk ratings profile of the loans portfolio on a monthly basis and ensure these are accurately reflected on the system (CRR levels). It also follows up on permanent supervision reporting for Retail.

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(3) TREASURY DEPARTMENT

The Treasury Department is one of the vital departments of any bank. Currently there are two broad areas of operations in SG-SSB Treasury, namely

- Money Market
- Foreign Exchange

The money market department ensures that the prudential liquidity reserve requirements of the central bank are achieved. The department also handles overall cash management of the bank ensuring that the bank has enough cash to meet its day to day operations and investing any excesses.

The foreign exchange department purchases and sells foreign currency from and to our bank, corporate and retail counterparties with a view to making a margin on the transactions.

Treasury is responsible for carrying out the ALM (Asset and Liability Management) decisions of Alco (Asset and Liability Management Committee). The committee is responsible for the management of the bank's balance sheet such that risk-adjusted returns to shareholders are maximized in the long-term. Asset and liability management is about balancing the twin objectives of making profits while operating at acceptable levels of risk.

The routine functions of the department are:

- Liquidity risk management
 - Cash and liquidity management of both the foreign and local currency of the bank
 - Prepare daily/weekly liquidity positions for both local and foreign currency to meet regulatory requirements of the Bank of Ghana
 - Raise funds to cover shortages and invest excesses
 - Manage the bank's nostro accounts in various currencies for optimum income

- Proposing rates for liability products of the bank in consultation with Retail and Business Banking

- Foreign exchange risk management
 - Purchases and sale of foreign currency mainly in response to customer requests with a view to make a margin
 - Managing exchange positions within predefined sanctioned limits

- Preparation of daily treasury bulletin (newsletter) for clients and potential clients of the bank

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- Measuring, monitoring, and controlling of interest rate risk (IRR) of the bank in accordance with laid down limits.

Treasury is a specialized area and a high level of knowledge, skills, experience and motivation is required. Staff members of the department are highly trained and professional to enable them face the challenges of their job. Members are expected to be continuously abreast with market developments and should be able to excel in any treasury environment.

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(4) BUSINESS BANKING DEPARTMENT

The Department is a distribution channel that handles the banking relationship of registered or incorporated businesses. The businesses may be a Local, Multi-national, Privately owned, Public or listed as well as State owned Corporations etc.

Objectives:

- establishing new and managing customer relationships
- introducing and selling Banking products/services to both Customers and Prospects[products as Overdrafts, loans, Guarantees, deposits/investments etc
- .credit analysis/evaluation
- revenue generation and management
- credit monitoring

Organization

There are three [3] Units in the department:

Corporate: handles very large registered businesses with annual sales turnover in excess of Ghc1m. Each Corporate customer has a dedicated Relationship Manager [Corporate Account Relationship Manager], who has wide experience in Banking remains the single point of contact for business transactions. The focus of the relationship managers is [1] sales development [2] customer relationship management [3] portfolio monitoring/management [4] profitability through excellent customer service.

Small & Medium Enterprises (SME): a strategic unit that focuses on businesses with sales turnover below Ghc1m. There well trained SME Business

Managers located at Branches in charge of SME customers. The focus is as stated above for the CARM. A Back office of Credit Analysts support the sales force.

Business Credit Administration & Finance Lease: staffed with Credit Analysts, and essentially Back Office oriented; responsible for credit/business analysis, commitment administration, and customer records management.

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(5) INTERNATIONAL BUSINESS BANKING CENTER (IBC)

The IBC is the new face of the Bank's Foreign Operations Department with a new focus and structure. It is run by 22 members of staff – led by Head IBC, assisted by a Deputy Head, and an Operations Manager.

The Center operates five main sub-units namely: Outward Transfers, Inward Remittances and Drafts, Import Letters of Credit & Documentary Collection, Export Letters of Credit and Documentary Collection, and Foreign Cheques.

IBC provides very efficient international services for customers who access our products through the 37 branches located in all the 10 Regions of the country.

Additionally, being part of the Societe Generale Group, our international reach covers more than 80 countries around the globe. This includes direct access to the Euro zone as well as 13 countries in the West and Central Africa sub-regions.

Through the International Business Center, the Bank seeks to introduce a new dynamism into the international business segment of banking industry, thereby ensuring that SG-SSB occupies the leading position in the sub-region.

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(6) ORGANISATION AND SUPPORT DEPARTMENT (PROJECTS)

Every business strategic change is run by the Organization and Support Department. The Organization and Support department as a function in SG-SSB is made up of three core units, namely the

Project Management Unit - Implements all strategic business changes.

Methods and Procedures Unit - Manages the documentation, review and adoption of Processes and Procedures of the Business

System Application Support Unit - Provides functional support to all the system applications

The project management unit oversees the implementation and embedding of strategic business changes, as directed by management. Its activities involve planning, organizing and coordinating all activities with different priorities, constraints and timelines to achieve the predefined results.

The project manager is presented with the opportunity to assume responsibility of implementing a project with any of the business units such as Treasury, Retail, Business Banking, Risk, International Banking, Centralized operations as well as Information Technology. This affords the project manager the opportunity of having a broad knowledge of the banking environment and practices.

The project manager proactively leads a team to manage issues and challenges in a well defined structure to ensure that deliverables are within the agreed quality criteria. This sharpens a project manager's leadership and problem solving skills and equips him/her to take up other leadership roles in the business.

(7) INFORMATION SYSTEMS TECHNOLOGY DEPARTMENT

The Information Systems Technologies (IST) Department is made up of five services/units, namely Office Automation, Research & Development, Network & Systems, Production, and IT Security. Each unit managed by a sectional Head, is tasked with the responsibility of ensuring that IT services are always available to ensure efficient service is provided to the bank customers. The IST Department is managed by a manager who is the Head of Department. Below are the major responsibilities of each service/unit

Office Automation

- Ensures that Data Center and Branch servers are always up and running
- E-mail setting and Support
- Anti-virus deployment and support
- Software Support
- Hardware support
- End user support
- Help desk management
- Liaising with other IT service providers to ensure efficient services to bank

Research and Development

- Ensure that all application software is customized to meet the IT needs of the bank
- Transformation of the bank's manual systems into automated systems
- Maintenance of the bank's web site

Network & Systems

- LAN/WAN design and implementation

- Ensure that the network is always available and running
- Router\Switch configuration

Production

- Management of the bank's database systems
- Maintenance of the bank's application software (Banking software)
- End user support

IT Security

- End user management
- Access rights management
- Enforcing the bank's IT security policy

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(8) FINANCE DEPARTMENT

This is made up of three units, namely:

- Accounting Services
- Management Control
- Treasury Processing Service

Accounting Services

- This Unit is responsible for the preparation of the Bank's Financial Statements. The Department is also responsible for the Bank's Accounting Policies and Group Reporting and is the custodian of the Bank's General Ledger.

Other Services provided are:

- settlement of external bills
- settlement of staff claims
- custodian of the staff Provident Fund Account
- custodian of the Bank's Fixed Assets

Management Control

They are responsible for the preparation of the Bank's Budget

Also responsible for all the Prudential Returns to Bank of Ghana and the group.

Treasury Processing Service.

This is the back office of the Treasury Department. They keep the books of the Treasury Front Office. As a result all Treasury Accounting entries are passed by this section of the Finance Department

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(8) RISK MANAGEMENT DEPARTMENT

The Risk Department is tasked with the responsibility for ensuring that the Bank creates quality assets. It is made up of 3 main units namely; Credit Risk, Operational Risk and Commitment Monitoring Unit.

The Credit Risk Unit performs the ff among others:

To assess all risks [credit, market and country risks] associated with transactions and recommend the changes required in terms of structure and procedure to safeguard bank's interest.

To give an opinion as to the acceptable nature of these risks in a credit assessment report.

Defines, validates and introduces methods to analyze, assess, approve and monitor risks

Ensures facilities are disbursed in compliance with approved conditions.

The Commitment Monitoring Unit:

Undertakes periodic portfolio review with the General Manager, Risk & Legal, and business units [i.e. inclusive of both business banking and retail banking].

Verify that facility conditions have been complied with.

Monitor problem loans on continuous basis and advise business units.

Ensure that the correct ratings are assigned to accounts and ensure that the correct provisioning is done.

Prepare various reports on risks to BOG as well as SG-Group Head office.

The Operational Risk unit is concerned with managing the risk of losses resulting from:

Inadequate or failed internal processes

People

Systems

External events

(10) HUMAN RESOURCE MANAGEMENT DEPARTMENT

The HRM Department plays a leading role in developing and implementing policies and procedures to support the effective management of employees, spanning across employee entry and exit, with the view to ensuring achievement of the bank's overall objectives.

Key activities performed by the department include but not limited to the following;

- Manages the resourcing needs of the business by facilitating the recruitment and selection process in line with the bank's resourcing policy
- Facilitates the annual appraisal process, talent management and succession planning to ensure effective development, utilization and reward of employees
- Manages the employee relation environment through regular engagement with the unions in areas of negotiation (collective bargaining) of salary, conditions of service, communication of business information to staff, etc.
- Provides advice and guidance to line managers in all areas of people management such as discipline and grievance, performance, transfers, sickness and absences, leave management, etc.
- Support strategic business projects by handling all people related issues which may arise; from recruitment through to redundancy
- Provides administrative and welfare support in diverse ways including payroll, staff record management, MIS, processing of employee claims, exit and bereavement support, etc