

Mr. Kenneth M. Hall, Agricultural Credit Advisor, USOM

Advisor to the Management of the Bank for Agriculture and Agricultural Co-operatives

Talk to Members of the Economic Association of Thailand.

Trainees under AIESEC Program.

Students at Universities in Bangkok

June 14, 1969

-----

You fine appearing young persons are always an inspiration to me. I am honored to have an opportunity to visit with you today about your country, your people, you and especially about our bank. When you may become a staffer of this bank the work will be hard and will test your ability. You will receive tremendous satisfaction from observing the farmer borrowers of this bank prosper and have a greater economic chance in life.

Do everything that you can to be always respectful of your king, your country, and your national anthem. You Thais probably have a greater respect for these three national symbols than any country on earth.

You people are capable, pleasant, strong and have great latent talents and abilities. A year from now when you become a BAC staffer the work will be demanding of you. Please work to your maximum to help give your fellow countrymen an equal chance to grow and enjoy your countries attributes.

As Khun Chamnien, Manager of the Bank may have told you, I am a banker on leave of absence from my bank to work with your bank through USOM for two years.

As far as you are concerned my work with the bank is staff training. Many of my comments today will concern things that have already been said to you or will be discussed with you.

Your application to become a staffer of this bank will be used as a guide by personnel and management to place you in the best possible position in the bank for the greater use of your background and abilities. It is a guide to be used to know about your training and an indication of further training that may be necessary as time goes on to enable you to become an ever more competent staffer.

I have given the Personnel Section a copy of our government's application blank. Our BAC application blank is as comprehensive as would be needed but from time to time additional ideas from other sources are helpful.

The training that you will receive as a bank staffer will be most complete and certainly will give you a well rounded picture of the bank's activities.

Another excellent training instrument that the bank uses is the evaluation outline. Once a year an immediate supervisor evaluates the work of the staff for management. When this is done it is done personally with you and in private by your immediate supervisor. As each part of the evaluation is discussed with you, you will know your strong points and weaknesses. This will be a basis for improving your work in the future. I used to have my supervisors do this four times a year with their staff. I did this four times a year with those who worked directly with me. It is a basis for developing a complete understanding between the staff and the employer. Most people constructively profited from this review. Management at the same time may learn of defects in their staff relationship and take steps to build better working relationship.

I know that Khun Chamnien, the Manager of the bank, expects the maximum production from the staff. He also knows that to secure this you must be happy, enthusiastic and satisfied with your work with the bank. The manager of our bank also believes in the capabilities of fine young men and women as is demonstrated by BAC's interest in you here today. This belief is paying off judging from the competent work that is being done by the young people who have been on the staff for two and a half years.

When you like your work you are going to be just that much more of a valued staffer. You are going to be directly or indirectly contributing to the success of our farmer borrower and his family.

From time to time we will be receiving bulletins, staff training films and film strips that will be helpful in keeping us all better informed. If you work for BAC or some other firm or in your own business you will want to use every possible source to secure current practical information to pass on to farmers. We are developing a schedule to make the most use of agricultural work that is being done by your government and USOM.

Let me talk with you for a few minutes about you and your probable work with the bank.

As I have already stated, the management of our bank wholeheartedly believes in capable, personable young men and women. They believe that the persons working for this bank should have in their heart and mind a desire to be helpful to others.

All of us at all times must be personable and even tempered. You Thais have an international reputation for being pleasant, calm and understanding.

You must be keen and knowledgeable about your work - but at the same time be on an understanding level with farmer customers. Our bank has an outstanding reputation in this respect. The bank's individual farmers are treated as businessmen.

This pays off for the farmer as well as for the bank and for your country. The farmer is more willing to follow better farming practices when he is certain they will be beneficial to him and his family. This is especially true when the farmer knows that you truly believe in him and want to see him progress and be successful. A strong rural interest will help you develop these characteristics.

One of the most important aspects of working with BAC will be to work with but not dominate the farmer you are working with.

In my field trips to our branch and field offices, with Khun Chamnien our bank manager, Khun Suprida our deputy bank manager, our branch managers and credit supervisors, I have been observing the splendid working relationship of our bank staff with the farmers.

If you become a staffer of BAC, you will need all of the best and latest agricultural information to relay to our borrowers. You will need to know how and where to get this information and how to use it.

Whenever there is an agricultural demonstration in your area, if at all possible, you should attend it and have as many of your farmer customers there as possible.

If you become a credit supervisor, as you are developing the farm plan, budget, financial statement and loan applications with your borrowers stress as many improved agricultural practices with your farmers as you can. You will be in a position to include a few more baht in the loan application to cover the expense of better seeds or other improvements if both the farmer and you agree that it would be wise to do this.

Again when the farmer is making payments on his debts you can stress these improved practices.

A repeat on points that have been already discussed:

Have your budget correctly worked - too many baht for a loan may be as disastrous as not enough baht.

Have your loan funds available for the borrower when he needs them.

Sell the borrower on better farming methods at every opportunity.

If some one produces outstanding seeds or crops - try and take a sample to place in the lobby of the field office or branch office for display. Give the producer credit.

Use your successful farmers as your leaders and examples of How To.

Time the due dates of your loans to coincide with the best market dates for produce that will be used to pay the loan.

You may add to the above.

You may increase the size of your farmer's farm by:

1. Teaching the borrower to conserve ground water, control of weeds - saves water, saves fertility- many times it makes insect control easier.
2. Using the correct amount of balanced fertilizer - timely applied.
3. Timely application of correct insecticides."Lady Credit Supervisor in Chiang Mai":One of her customers was using cotton insecticide on melons. The Credit Supervisor explained the error to the farmer and it was corrected.
4. Timely marketing - a 20% higher price for crops means a 20% larger field.
5. Timely financing.
6. By using best adapted seed varieties - proper seed been preparation - cultivation. A 50% greater yield makes that field 50% larger.
7. Double and triple cropping - doubles and triples the size of these fields.
8. Careful harvesting and storing - eliminates waste and spoilage.

Again you may add to this list.

You might find another profession that would pay you more- HOWEVER - you will never find work that will give you more heartfelt pleasure than working with persons and observing their success because of your efforts and your interest.

You may well be proud to be associated with our bank if you join our staff.

You are an outstanding appearing group of young persons. You have my fondest wishes for great pleasure and success in your future. I hope that I will have an opportunity to visit you in your branch assignment with BAC if and when you work for BAC.

There are too many of you for me to remember on such a short association. If I do not remember you when I see you, forgive me. I assure you that it will not be an intentional snub.

AD/AG:KMHALL:ps:ab

June 17, 1969