

# **OFFICERS' CAUSE**

## **September -2023**





**Editorial**

## **"CADRE CHRONICLES: Journeying Towards Collective Empowerment"**



A trade union derives its strength from the collective power of its members, their shared goals, and their unwavering belief in the principles that bind them together. However, this collective conviction must be translated into meaningful participation to achieve the change we seek. The core of the cadre's role is this transformational responsibility defined by its name itself:

- C - Committed to the core
- A - Able and aggressive
- D - Devoted and Dedicated
- R - Ready for sacrifice
- E - Energetic and effective

Let's explore a contrast that has a strong connection to our cause as we talk about the meaning of "cadre" in trade unions. The concept of cadre in trade unions is akin to the circulatory system in the human body. The cadre breathes life into our movement, nourishing it and ensuring its vibrancy, just as blood travels through our veins, carrying oxygen to every part of our body. It's the lifeline that breathes vitality into our movement, ensuring that every part receives the nourishment it needs to flourish. The cadre stands as the heart of our

organization, pumping the life force of conviction, involvement, and unity.

Consider our movement to be a living creature, with each member serving as a cell that contributes to its functionality. The cadre serves as the driving force, channelling the energy, commitment, and conviction of our members throughout the vast expanse of our trade union landscape, much like blood, powered by the heart, distributes crucial oxygen to every part of our body.

The cadre stands as the bridge between the aspirations of our membership and the strategic goals of our federation and its affiliates. Just as a bridge ensures a smooth passage from one point to another, the cadre facilitates the seamless transition from individual beliefs to united action. They are entrusted with the sacred duty of translating the hopes of our members into impactful initiatives.

The cadre has a variety of roles to play in achieving our goals. They are educators, imparting knowledge and raising awareness among our membership about their rights, responsibilities, and the larger vision of the trade union movement. They are the custodians of our movement's vitality. They are facilitators, fostering collaboration and communication among members, ensuring that no voice goes unheard. Yet, let's not forget the sacrifices that come with these roles. The cadre embodies the spirit

**NATION FIRST, ORGANISATION NEXT, INDIVIDUAL LAST**

of selflessness and dedication. They invest their time, energy, and often personal comforts for the greater good. Just as a heart tirelessly pumps blood to sustain the body, the cadre tirelessly works to sustain the lifeblood of our movement – its purpose.

As we delve into the profound concept of “cadre” in trade unions, let’s also shine a spotlight on the remarkable journey of the All India State Bank Officers’ Federation (AISBOF), a beacon of inspiration and a testament to the power of effective leadership. The evolution of AISBOF is a narrative of tenacity, resiliency, and the unshakable dedication to its members’ rights.

A significant achievement is the pioneering work of the AISBOF leadership in creating a solid foundation for the officers’ movement within the State Bank of India (SBI). This movement, designed to uplift the supervisory staff, stands as a unique achievement in the landscape of trade unions worldwide. The unwavering commitment displayed by our predecessors towards the betterment of their fellow members, even in the face of adversities posed by an unsupportive management on numerous occasions, stands as a testament to their resolute dedication.

Guided by constructive and inspiring leadership, the leaders of AISBOF successfully managed to galvanize the officers’ community under the banner of a strong trade union. The path they tread wasn’t devoid of challenges, yet their ability to steer through these hurdles with unwavering determination and foresight established a benchmark for officers’ organizations worldwide. Their visionary leadership has transformed AISBOF into a guiding beacon, illuminating the path for fellow officers’ organizations within the banking sector.

AISBOF’s commitment to its members’ goals and objectives has been unwavering. Its cadre-based approach has been instrumental in creating a force that can hold management accountable, ensuring the recognition of bipartisanship and upholding the self-respect and dignity of officers. This approach is a testament to the leadership’s vision that places the organization and its

members at the forefront, echoing the values of our esteemed federation.

In 1991, AISBOF established a research and education wing NATURE (National Academy of Trade Union Research and Education), which has played a pivotal role in shaping the future of trade unionism. NATURE’s training programs have been a cornerstone in developing leaders who understand the nuances of leadership, cadre development, and disciplinary and vigilance matters. Its contributions to building strong cadres and nurturing emerging leaders within the banking industry have been immeasurable.

The evolution of AISBOF as a cadre-based organization, with a steadfast commitment to its members, stands as a validation of the authority of leadership that develops and empowers its cadre. As we embark on our own journey of cadre development, let us draw inspiration from the legacy of AISBOF’s leadership. Just as they turned challenges into stepping-stones, we too shall continue to uphold the values of our movement.

I take this opportunity to express, both personally and on behalf of the Federation, the highest regards for our cadre who is at the very core of our movement, embodying our common principles and serving as the lifeblood and driving force behind our cause. Regardless of whether a cadre holds a leadership position or not, its significance remains unparalleled. The vitality of our trade unions is upheld by the cadre at every step of the journey, encapsulating this essence that also safeguards their endurance in times of challenges.

In this context, it’s also essential to remember that a leader inherently encompasses the qualities of a cadre as we strive for a more influential and equitable future. Selflessness, devotion, and an unwavering dedication to the common welfare define them both. A leader lacking the attributes of a cadre isn’t a genuine leader but rather an opportunist who undermines the well-being of the members at large and the organization specifically. A genuine leader consistently places the requirements of the

**SUCCESS AWAITS AT THE DOOR WHERE DILIGENCE IS**



community, team, and the members above personal gain, misplaced pride, undisclosed objectives, or concealed motives.

We passionately encourage our members to embrace the role of a cadre, substituting personal aspirations with shared objectives. The vitality of our movement hinges on the vitality of its cadre, much like a sturdy structure depends on its foundation. It's only an enlightened cadre that can vigilantly oversee the conduct of their representative body and pave the path for the selection of authentic leaders to occupy positions in the hierarchy of authority. With the guiding principles of AISBOF lighting our way, we stand on the brink of fortifying our cadres and safeguarding the values that have propelled us this far. Let us carry the torch of unwavering dedication, fostering unity, and safeguarding the pristine spirit of trade unionism.

As we embark on the journey of elevating our cadre, our salute encompasses not only the cadre themselves but also the selfless embodiment of the values and principles they represent. A genuine cadre consistently places our revered SBI at the forefront, recognizing that our presence is solely because of SBI. We wholeheartedly recognize the ceaseless endeavours, sacrifices, and steadfast dedication of the cadre working diligently behind the scenes. With a heart brimming with gratitude and an unwavering determination, let us continue to move forward, always mindful that our priorities stand as follows: the nation first, the organization next, and the individual last. ■

With revolutionary greetings,

Deepak Kumar Sharma

---

## **BIPARTITE TALKS WITH IBA SMALL COMMITTEE MEETING WITH IBA ON WAGE REVISION**

*Text of AIBOC Circular No. 2023/32, dated 08.08.2023 reproduced the text of UFBU Circular No.UFBU/2023/11 dated 08.08.2023.*

Unions are aware that in the initial meeting of the Bipartite Talks held on 28-7-2023, besides the main Negotiating Committee, two Sub-Committees were formed to discuss the respective issues of Workman Unions and Officers Unions. Yesterday the 1st Round of the Sub-Committee meeting was held.

For Workman Unions' discussions, the IBA was represented by the Sub-Committee Chairman Shri Rajneesh Karnatak (MD&CEO, Bank of India). For the Officers Associations' discussions, IBA was represented by the Sub-Committee Chairman Shri. Om Prakash Mishra (Dy MD-HR, SBI)

Our demand for full and complete mandate from all the Banks up to Scale VIII was reiterated as the major Banks now have the position of CGMs.

We have also suggested a small committee for D & A regulations, Improvement in leave facilities, Improvement in facilities to be extended to Differently Abled, Special Provision for Women Employees etc. IBA agreed to the same.

Thereafter, the following issues of officers were taken up for discussions.

1. All existing Stagnation Increments up to Scale V should be converted to regular increments.  
  
Two Additional increments to be introduced for all grades of officers i.e. right from Scale I to Scale VIII.
2. Merger of scales to rationalise the pay scales.  
  
Merger of present 8 scales to be reduced into 2 scales as under:  
  
Scale - I – Manager Grade – Integration of current Scale I to Scale IV  
  
Scale - II – Executive Grade – Integration of current Scale V to Scale VIII
3. Officers should also be given two increments for passing CAIIB.
4. FPP should be equivalent to the last drawn increment without any ceiling.. FPP to be de-frozen.

**ARISE, AWAKE, STOP NOT TILL THE GOAL IS REACHED**

5. PQP: For completion of JAIIB and CAIIB, one and two increments respectively are to be considered instead of consolidated amounts as in the past.
6. Date of sanction of annual increments should be on 1st January and 1st July every year.
7. The present embargo regarding the sanction of stagnation increment, automatic movement, increment in next higher scale and PQP in respect of those officers who have refused / taken reversion / opted out of promotion should be removed.
8. Upward revision of HRA commensurate with market rent.
9. Self-Lease to be introduced.
10. Substantial increase of CCA & Location allowance (non CCA centres) for all.
11. Learning Allowance to be enhanced substantially.
12. Closing allowance to be enhanced and paid every quarter in view of the enhanced workload performed by officers every quarter end.
13.
  - a. Improvement of lumpsum amount as compensation on transfer.
  - b. The Banks should take the responsibility for shifting the personal effects of the officers on transfer from one place to another.
  - c. For change of posting in the same centre or in the urban agglomeration, the officers should be reimbursed the full expenditure for transportation of goods in connection with change of residence/leased quarter/bank's quarter on actual basis.
14. Improvement of lumpsum amount on mid-academic transfer
15. Education Allowance to be introduced for school education and higher education similar to that existing in Govt / PSUs / Private Sector.
16. The emoluments drawn by an officer should be protected on transfer from higher area to lower area.
17. Review and rationalisation of halting/ boarding/ travelling expenses/Hill area allowance
18. The branches coming under SEZ/NEZ/ EPZ areas should be treated on par with Metro Centers for all allowances and perquisites.
19. Introduction of incentive for rural and other sensitive/difficult areas.
20. Improvement in special area allowance and special compensatory allowance for N.E, Jammu, Kashmir, Himachal, Leh, Ladakh, Sikkim, Andaman, Uttarakhand and red corridor / disturbed areas.
21.
  - a. Improvement in Leave Fare Concession and monetization of LFC
  - b. The entitlement of mode of travel should be made as air travel to all the officers.
22. Banks should bear the tax on perquisites.
23. **Differently Abled Officers:**
  - a. A special care and allowance should be paid to the specially/ differently abled in terms of the Govt. of India guidelines.
  - b. Government guidelines on concessions to such employees in recruitment/promotion/transfers/ rotations/postings, etc. to be strictly followed by all Banks.
  - c. Revision of conveyance allowance paid to these employees
  - d. Physically challenged children of employees to be defined as dependents irrespective of age or marital status
  - e. 25 days CL for physically challenged employees.

- f. Full pension to physically challenged employees at 50% of Pay irrespective of service rendered.
- g. Visually impaired employees should be permitted an escort for availing LFC. The entitlement of the escort will be the same as the employee.

#### 24. Special Provision for Women Employees:

- a) Placement and postings:
- b) Provision of creche facility:
- c) The existing Maternity Leave of 6 months at a time should also be extended in case of adoption of a child (from present 3 months) and increased to one year for one birth. 3 months' additional sick leave be sanctioned after attaining the age of 45 years as lady officers are prone to diseases at this age.
- d) Child Care leave as applicable to the Central Government employees must be made available to lady officers i.e. two years CCL with salary.
- e) Work from home:
- f) Flexi time scheme:
- g) **Fertility Treatment:** Lady officers need to be sanctioned additional leave of 6 months at different intervals along with salary and medical reimbursement for Infertility treatment should be provided.
- h) Gender sensitivity
- i) Compulsory health check-up for all women officers:
- j) Provision of sanitary pad vending machine and incinerator:
- k) Enhancement of period of maternity leave from 6 months to 12 months/ introduction of child care leave for 2 years
- l) Introduction of menstrual leave:
- m) Posting at the same station for both spouses

25. Immunity from transfer policy, special privileges to office-Bearers of the organization

26. The income criteria for dependents to be substantially increased.

#### 27. Improvement in all leave facilities/ introduction of the concept of Leave Bank:

- a. Casual leave should be increased to 15 days.
  - b. Privilege Leave encashment is up to 300 days
  - c. Existing 5/7 days encashment introduced in the 8th Joint Note should be extended to 10/15 days every year.
  - d. Improvement in Sick Leave
  - e. Improvement in Sabbatical leave:
  - f. Sabbatical leave should be extended to male officers.
  - g. UCL: UCL to be delinked from sickness and can be utilized for any purpose and without any cap on accumulation.
  - h. Bereavement leave of 15 days to be introduced for the death of any family member.
  - i. Special Occasion Leave
  - j. Journey Time Leave
  - k. Improvement in Leave for Sports Personnel from 30 days to 60 days.
  - l. Officers to be permitted to avail sick leave on account sickness of spouse/parent/in-laws/children.
  - m. Introduction of leave bank.
28. a. Uniformity of loans and advances to officers by adoption of best of policies.
- b. The Road Tax on vehicles should be paid by the Banks on inter-state transfers.



## 29. D & A regulations

- a. Review of Disciplinary Rules Procedure:
  - b. Allowing personal hearing of charge-sheeted officers in case of major penalty proceedings accompanied by a Defence representative.
  - c. The present ad-hoc system of withholding gratuity and harsh decision to set off the gratuity amount towards loss caused etc., should be reviewed keeping in view the recent judicial pronouncements. There should not be a stoppage or denial of gratuity to the officers.
  - d. No disciplinary action should be initiated after superannuation and the extant Pension regulations No 48 to be done away with as it is in conflict with Clause 14 of Gratuity Act and Supreme court judgments.
  - e. All Terminal benefits should be released pending disciplinary proceedings if bank fails to complete the proceedings before superannuation as is being done in the case of CBI cases being pending.
  - f. The IBA should take up with the Government on the introduction of an exclusive Banking Administrative Tribunal for the banking Industry in order to deal with all the service as well as disciplinary matters in respect of officers similar to the Central Administrative Tribunal.
30. Classification of lapses into major and minor penalties.

31. Clarification be issued to Banks that any alleged lapse committed by an employee while working in the capacity as workmen, but alleged lapse detected when employee is an officer, should be tried under bipartite rules and not under officers D & A regulations.

32. Full legal expenses to be borne by banks on legal cases against any officer both serving and retired for all cases related to banking work except charges of fraud perpetrated by the officer.

33. Appointment of compassionate grounds to be completed within a six months period.

The IBA while receiving the submissions and justification of our demands with a positive approach, informed us that they would examine all these demands including cost implication, etc. and hence it was decided to discuss these issues further in the next round of meeting to arrive at possible outcomes.

**NEXT ROUND OF MEETING:** It was agreed to fix the date for the next round of meeting at the earliest. The meeting of the main Negotiating Committee is also expected to be fixed before the end of this month.

Comrades, while our demands are justified and reasonable, it is only unity that will guarantee satisfactory solutions to our demands. Hence all employees and officers and our Unions under the banner of UFBU should remain united. There are always some inimical elements here and there who would spread rumours to create confusion amongst the employees but we should ignore them and concentrate on our agenda of early and satisfactory settlement of our demands.■

## 77TH INDEPENDENCE DAY CELEBRATIONS "NATION FIRST, ALWAYS FIRST"

### *Message from General Secretary on Independence Day*

As we approach the 77th Independence Day on August 15, 2023, it gives us immense pleasure to reach out to our vast and dedicated AISBOF family.

2. The theme for this year, "Nation First, Always First", beautifully resonates with our slogans on national unity and development. The journey of our nation since its hard-won independence is monumental, characterized by its upholding of freedom, democracy, and equality. We must not only reminisce but also rekindle our commitment to these core values.

3. Our Independence Day stands as a testament to the sacrifices and unyielding spirit of countless freedom fighters. Their relentless pursuit for a free India from the clutches of the British Raj should constantly remind us to appreciate and uphold this dearly earned freedom.

4. As we come together to celebrate our nation's Independence Day, it's imperative to reflect on the freedoms that shape our society and our institution. Freedom is not just about historical battles won, but also about the ongoing struggles to maintain our

**BE TRUTHFUL, BE FEARLESS**

rights in the current age.

5. The **‘freedom of speech’** allows every individual to express their thoughts, ideas, and concerns, fostering an environment of understanding and progress. It’s crucial for us to champion this right and create a space where every employee feels heard and valued.

6. Moreover, in an age of digital ubiquity, the **‘right to disconnect’** is becoming increasingly significant. Ensuring a balanced work-life dynamic is essential to vent out excessive pressure and maintain our collective mental and emotional health. As bank employees, the demands or expectations can be high, but it’s imperative that we ensure boundaries that protect our personal time and well-being.

7. Our institution, driven by its mission, vision, and values, seeks to create an atmosphere where everyone will feel heard, valued, and balanced. It is this balance and mutual respect that will propel us to even greater heights of success.

8. As we come together this Independence Day, let’s make a genuine commitment to living by these freedoms. Our nation’s essence lies not just in our past but in the future we shape. Let us keep our heads held high, maintaining our self-respect and dignity, embodying the teachings of our forefathers, protecting the peace, and cherishing the unity of our great nation.■

***Wishing you all a peaceful and meaningful Independence Day.***

---

## **FOSTERING A SUPPORTIVE ENVIRONMENT FOR EMPLOYEES’ EMOTIONAL WELL-BEING**

We have sent a communique to the Chairman, State Bank of India, on the captioned subject, emphasizing the value of creating a welcoming atmosphere that takes into account each employee’s emotional wellbeing.

We firmly believe that a supportive environment is not only the responsibility of the management but also a shared objective. We must all strive together to make SBI a shining example of teamwork and corporate welfare in our individual roles and objectives. We can make SBI known for being a model workplace as well as for its financial prowess through our combined efforts. Let’s be the architects of such a legacy.

Please find the attached letter for your perusal and action. Let us work together sincerely, aligning with the organization’s objectives and have the long-lasting effect we seek.

***Divided we fall; united we stand. Make our federation and bank something to be proud of forever.***

***Text of AISBOF Letter No.6810/44/23 Dated 25.08.2023 addressed to the The Chairman, State Bank of India, Corporate Centre, Mumbai.***

We are reaching out to you today, burdened with heavy hearts and consumed by deep sorrow, in the wake of a series of tragic events that have unfolded

within the ranks of our prestigious institution. The distressing news about several suicides committed by our bank colleagues highlighted in the media has sent shockwaves throughout the community. Prominently featured in print and electronic media, these solemn incidents are unsettling and alarming. The headlines in newspapers and media reports disseminated through platforms like Facebook, Twitter, and WhatsApp depict a troubling image of our Bank. This portrayal, which highlights a toxic work culture, tarnishes the bank’s reputation and breeds dissatisfaction, frustration, and demotivation among our staff.

2. Even though there may be several factors causing these tragic events, some may be due to mental health problems arising out of external issues. There are few other underlying causes such as traumatic experiences, complex personal, professional, financial, or health issues, or even medication side effects. However, when these occurrences are linked to workplace stress or the toxic culture within the bank, every officer starts to resonate with these worries because these issues are common across the bank in varying degrees. Therefore, it is crucial that we call your attention to specific problems and provide honest feedback because they seem to be a significant factor in triggering these tragic events.

3. Our communication with you serves not only to



convey our genuine concern but also to foster a spirit of collaboration and mutual responsibility to tackle the menace. The harmful practices in some pockets within some circles are not a reflection of our organization but rather the regrettable actions of a minority. Our intention is not to cast blame on anyone but to collaboratively address areas of improvement.

4. It is worth acknowledging that challenges of various natures are pervasive and transcend geographical boundaries. Whenever such distressing incidents occur, officers from all walks of our organization may find these issues resonating with them. We firmly believe in the resilience and ethical foundations of our management, it is also essential to recognize that the underlying practices, which might contribute to these incidents even the slightest by specific individuals, will be thoroughly examined and rectified.

5. Establishing robust systems and policies that foster a harmonious work environment, penalize misconduct, and effectively address our valued employees' grievances is paramount. You will also appreciate that our institution's success hinges not merely on profits and performance but on the well-being, dignity, and respect afforded to our employees. Together, we must cultivate a culture that cherishes human life and pursues excellence through adherence to ethical principles and practices.

6. Our branches/offices are grappling with a significant staff shortage, which has given us an atmosphere characterized by overwhelming pressure, intense competition, unattainable targets, and heightened expectations. The unrelenting drive to achieve short-term objectives, expedited promotions, inconsistent transfer policies, an excessive emphasis on cross-selling, and the adoption of detrimental tactics to meet targets have collectively contributed to an environment that is taking a toll on our dedicated employees' mental and emotional well-being. The relentless pursuit of the top position across all MD ranking parameters by some controllers is also eroding the fundamental principles of our esteemed institution where we feel

there is an urgent need to strike a balance.

7. We have reports that the instances of flagrant misconduct by a handful of senior bankers, marked with derogatory language and public humiliation, have instilled a fear psychosis among officers down the line. Regrettably, these incidents are not isolated incidents with junior staff but rather stark indicators of a deep-seated crisis within our organization since senior officers are also being treated unfairly by a few top executives. We believe every individual should be treated with respect and dignity in the workplace, and these harmful, contagious behaviors must be promptly addressed and eradicated.

8. The issuance of Circular on work-life balance vide no. CDO/P&HRD-IR/54/2017-18 dated 30/10/2017 was indeed a commendable step that resonated positively across the nation. Sadly, not all levels have fully embraced this circular's good intent. In many RBOs/AOs/LHOs, there is still a bad habit of staying late, and officers who leave even at 7.30 or 8 pm are unfairly called "shirkers." Officers are unfairly expected to work on Sundays and other holidays, which interferes with their family and personal time and undermines their ability to carry out their jobs with respect and dignity.

9. Sir, it is imperative that we take immediate and decisive action to address these issues before they cause irreparable damage. We must ensure that our organization reflects compassion, empathy and mutual respect. The culture of unwarranted verbal bashing, unrealistic demands, and public disgracing of colleagues must end.

10. As a responsible federation, dedicated to the interests and welfare of our members and with unwavering loyalty to our beloved SBI, we consistently advocate for our shared concerns at every relevant level, in concert with our affiliates. Last year, the Chief General Manager (HR) adroitly articulated our collective concerns and frustrations at the grassroots level, dispatching a meticulously crafted communique to all circles. This gesture symbolized a sincere resolve to eradicate this unsettling trend. Reinforcing our efforts, the Deputy Managing Director (HR) & CDO has commendably initiated steps towards rectification

**LET US BUILD A STRONG AND SELF RELIANT INDIA**

by advising Controllers to abandon this disgraceful mode of operation. Though there has been tangible progress, more needs to be done to fully preserve and honour the distinguished legacy of our great organization.

11. Considering the above, we respectfully request your consideration and support in the following measures:

➤ **Establishment of a Counseling and Support Cell:** A dedicated cell within the organization to provide psychological support and counseling to employees dealing with stress or pressure across all LHOs.

➤ **Review of Work Practices:** Conducting a comprehensive review of current work practices, targets, and pressures. It is need of the hour to ensure a balanced approach that prioritizes well-being of employees and adherence to ethical practices.

➤ **Strict Action against Unethical Behavior:** Implementing a zero-tolerance policy against bullying, harassment, or any form of mental torment by superiors. Strict disciplinary action must be taken without delay if any senior is found guilty of such behavior.

➤ **Training and Awareness Programs:** Organizing regular workshops and training sessions to sensitize employees about mental health, work ethics, and proper communication.

➤ **Enhanced Communication:** A transparent and open channel of communication between the management and employees to foster a relationship

built on trust, respect, and mutual understanding.

➤ **Transparent Grievance Redressal Mechanism:** Sanjeevani is a portal developed by the Bank in the right spirit but it is proving counterproductive as the complaints by staff in Sanjeevani lead to their harassment at the hands of their controllers or officials who are the cause for such complaints. It is imperative to ensure a robust and transparent grievance redressal mechanism, allowing employees to voice concerns without fear of reprisal.

➤ **Monitoring, Reporting and Accountability:** With all operations being networked, our esteemed Bank has the capability to monitor certain undesirable activities at the apex level, be it at the Circle level or the Corporate Centre level. We strongly recommend keeping track of recurrent late sittings and continuing working on off days at various Branch/RBO levels, and in all such cases, calling for a report from the concerned controllers. This measure can serve as a significant deterrent and an opportunity for introspection and reform.

12. Sir, we firmly believe that you, as our distinguished leader, will hear our plea and take appropriate measures to ensure the dignity, respect, and humane treatment of our fellow colleagues. We trust that under your wise guidance and unwavering commitment to our shared values, we can work together to build an SBI that stands tall, not just as an economic behemoth but as a nurturing and compassionate institution that values its people above all else.

We earnestly seek your kind intervention in this matter and look forward to your prompt and decisive action. ■

## SUGGESTIONS FOR ENHANCEMENT OF PROMOTION POLICY

**Text of AISBOF Letter No.6517/42/23 Dated 22.08.2023 addressed to the Dy. Managing Director (HR) & Corporate Development Officer, State Bank of India, Mumbai.**

We are writing to present a set of suggestions aimed at refining our existing promotion policy. These suggestions have been developed through

careful consideration of various aspects and are intended to promote fairness, transparency, and employee satisfaction within the organization.

**1. Revision of Promotional Appraisals Form (PAF) and CDS Discretionary Score Alignment:** To ensure an objective and comprehensive evaluation for promotions, we propose reconsidering



the use of the Promotional Appraisals Form (PAF). Instead, we recommend calculating an average Discretionary score from the annual CDS appraisals over the past five years. This approach would incorporate inputs from multiple reporting and reviewing authorities, minimizing potential biases associated with a single exercise like PAF. We also recommend reviewing and potentially aligning the parameters of the Discretionary Score with those used in the PAF to maintain consistency.

**2. Flexible Approach to Branch Manager Assignments:** As part of optimizing our workforce and skill utilization, we suggest reevaluating the current mandatory requirement of assigning officers as Branch Managers for two years in Scale 3 or 4 incumbent branches. To better align with individual skills and organizational objectives, we propose introducing a choice-based system. Officers could opt for assignments as either Branch Managers or Relationship Managers in Small and Medium Enterprises (SMEs) for a four-year period. Within this timeframe, officers can serve as a Branch Manager for two years in any scale incumbency while also having the opportunity to gain valuable experience as Relationship Managers. This approach would allow officers to gain valuable experience in both roles, contributing to their personal growth and overall effectiveness. Further, this change would not only provide an opportunity to retain officers with specialized expertise in high-value credit but also alleviate unnecessary transfer-related expenses.

**3. Enhanced Transparency in Inter Circle or Corporate Centre Transfers:** Transparency is

essential in facilitating informed decision-making among our officers. In this regard, we recommend declaring the criteria for inter circle or corporate centre transfers for SMGS IV and V positions when announcing the promotion schedule. Providing this information proactively empowers officers to align their career aspirations with potential transfer opportunities, thus contributing to better planning and overall job satisfaction.

**4. Introduction of Six Additional Chances under the Seniority Channel:** Acknowledging the accelerated pace of promotions in recent years and its impact on officer age profiles, we propose introducing six additional chances of promotion under the seniority channel. By allowing officers more opportunities to advance, this adjustment can mitigate frustration and disappointment among officers who exhaust their promotion chances early. This change will serve to strengthen our organization by fostering a sense of fairness and upward mobility.

We believe that implementing these suggestions could lead to a more equitable and dynamic promotion policy that aligns with our organization's values and objectives. We appreciate your consideration of these recommendations and look forward to the opportunity to discuss them further. Your support in shaping our promotion policy for the betterment of our employees and the organization is greatly valued. ■

## **PARTICIPATION IN 3RD NATIONAL WOMEN CONVENTION OF AIBOC TO BE HELD AT PATIALA, PUNJAB ON 8TH OCTOBER 2023**

We invite your attention to Circular No. 61 dated 18.08.2023, which disseminated the AIBOC circular concerning the upcoming 3rd National Women Convention. This significant event is scheduled to take place at Patiala, Punjab on the 8th of October 2023.

2. In alignment with the guidelines outlined by the Confederation, we kindly request each affiliate to nominate one women member delegate for every 1000 total members, rounded to the nearest thousands with a minimum of 5 members. To

facilitate a smooth and productive convention, a registration fee of ₹ 2000/- per delegate has been established.

3. We aspire for this convention to create an enduring impact in the memories of all participants. Let their enthusiasm reach new heights, further invigorating our organization in harmony with the visionary spirit that underscores this convention.

4. The AIBOC Punjab state committee has

**NEVER BEND BEFORE THE INSOLENT MIGHT**

assumed the mantle of responsibility to orchestrate this grand event. Your prompt response in confirming the number of delegates and ensuring the timely payment of the requisite fees will undoubtedly serve as a source of motivation for the committee. Such responses are crucial for enabling the committee to orchestrate the event meticulously, including accommodation arrangements and other logistical aspects, to ensure the comfort and satisfaction of all participants.

5. We urge all affiliates to promptly submit the list of nominated delegates along with their mobile numbers and remit the delegation fees to the AISBOF Account. The deadline for these actions is set for no later than the 30th of August, 2023. Additionally, a dedicated WhatsApp group will be established for our nominated delegates, fostering a common platform for information sharing, discourse, and shared aspirations.

6. For any queries, clarifications, or assistance related to the convention, please don't hesitate to reach out to the following contacts:

1. **Com. Rajiv Sirhindi**, State Secretary-AIBOC Punjab & EC Member- AISBOF (☎9915345500)

2. **Com. Priyvratt**, In-charge-AISBOF Secretariat & Deputy General Secretary- AISBOF (☎8053023447)

3. **Com. Pankaj Sharma**, Asstt. Secretary- AISBOF (☎9480253992)

We eagerly anticipate your active participation and cooperation in making this convention a resounding success, symbolizing our collective commitment to our organization's growth and empowerment. ■

### **CADRE DEVELOPMENT PROGRAM AT BHUBANESWAR**

We are pleased to inform that a highly enriching and insightful Cadre Development Program was organized under the aegis of N.A.T.U.R.E (National Academy of Trade Union Research and Education), the training, research, and development wing of AISBOF. The event was hosted by SBI Officers' Association (Bhubaneswar Circle) at SBILD Bhubaneswar on August 27, 2023.

The Cadre Development Program is aimed at enhancing the skills, knowledge, and leadership qualities of our esteemed members. Distinguished guests and speakers, including Com. Sambit Misra (Ex President AISBOF), Com. Sabyasachi Swain (Ex GS SBIOA Bhubaneswar Circle), Com. Arun Bishoyi (GS SBIOA Bhubaneswar Circle), Com. Amitava Das (President SBIOA Bhubaneswar Circle), Com. Priyvratt (President SBIOA Chandigarh Circle), Com. Tapas Mohanty and Com. Debadutta Sahoo (SBIOA Bhubaneswar Circle), shared their expertise and insights on various aspects of leadership and trade unions.

Topics like - Role of a Cadre, Historical Overview, Evolution, Achievements, of trade Unions in

Banking Sector, Being a Leader in the Trade Unions in Banking Sector, Conflict Resolution, Team Building, Overview on Disciplinary Proceedings, Structure of Organization and IR Forums at Different Levels, Communication & Public Speaking Skills were covered. In the end a feedback and Interaction Session with facilitators and President & General Secretary of the Circle was organised. The event concluded with a Vote of Thanks by Com. Santosh Das, Regional Secretary, Cuttack, followed by the National Anthem.

We extend our heartfelt appreciation to the efforts of SBIOA Bhubaneswar Circle for organizing this remarkable program, which aimed at enhancing the knowledge and skills of our members. The dedication and commitment shown by the organizing team are truly commendable.

This program was part of a series of programs being conducted under the aegis of NATURE across different circles. We encourage all members to actively participate in such programs as they offer invaluable insights and opportunities for personal and professional growth. ■

**TIME AND TIDE WAIT FOR NONE**



## Your Voice Matters

### PARTICIPATE IN "ABHYUDAY" AN EMPLOYEE ENGAGEMENT SURVEY

We are delighted to share the initiative by our honoured Chairman - "Abhyuday", an Employee Engagement Survey intended to improve our collective workplace experience. This move resonates deeply with our Federation's core values and enduring commitment to the well-being and growth of each member of our esteemed organization.

2."Abhyuday" is not merely a survey; it's a conduit for each of us to contribute our unique perspectives in shaping a brighter, more engaging and rewarding future at SBI. We strongly urge each of you to participate, to be open and honest about your experiences, difficulties and goals. Your suggestions will be very helpful in creating a work climate that is not just productive but also genuinely supportive of all of us.

3.The survey is accessible on the SBI Times Portal from 1st September 2023 and will remain available for two weeks. As promised by the Head of our SBI family all responses will be handled with the highest confidentiality and used only in an aggregated and anonymous way.

4.As your representative body, we reaffirm our unwavering commitment to elevating your concerns

and aspirations at various levels. "Abhyuday" serves as an extension of this commitment, providing a platform for all of us to usher in a new chapter of understanding, cooperation and advancement in our beloved State Bank of India.

5.This bank is not just our workplace; it's our shared venture and each one of us is an important stakeholder. Every one of us plays a vital role in its growth and success.

6.Your active involvement in the HR survey demonstrates your ownership and belongingness, shaping our collective future. Your participation is not merely an act but a strong testament to your dedication to our collective values and goals. It will greatly advance our ongoing mission to make our workplace more productive and fulfilling. Remember, every voice counts and each one adds to the chorus that will lead us toward a more satisfying work environment.

We anticipate the active and enthusiastic participation of each one of you in "Abhyuday."

#OurUnityLongLive #  
#March on Comrades...March on#

<b>Subscribe to</b>		Registered news paper  To:          If Undelivered please return to:  ALL INDIA STATE BANK OFFICERS' FEDERATION <b>ST.MARK'S ROAD, BANGALURU - 560 001</b>
<b>OFFICERS' CAUSE SUBSCRIPTION</b>	<b>DOMESTIC ENQUIRY SUBSCRIPTION</b>	
<i>Annual : ₹.40/-</i>	<i>Annual : ₹.40/-</i>	
<b>Drafts should be drawn in favour of</b> <b>All India State Bank Officers' Federation</b> and mailed to The General Secretary ALL INDIA STATE BANK OFFICERS' FEDERATION State Bank Buildings, St.Mark's Road, Bangaluru-560001 ☎ : 080 22211006: Fax : 080 22214959 E-mail: aisbofbangalore@gmail.com Website: <a href="http://www.aisbof.org">http://www.aisbof.org</a>		