



ALL INDIA STATE BANK OFFICERS' FEDERATION

(Registered under the Trade Unions Act 1926, Registration No: 727/MDS)
Central Office: State Bank Buildings, St. Mark's Road, Bangalore-560 001
Registered Office: 22, Rajaji Salai, Chennai- 600 001

CIRCULAR NO. 49
TO ALL OUR AFFILIATES

DATE: 18.09.2024

FEEDBACK AND SUGGESTIONS FOR IMPROVING THE CAREER DEVELOPMENT SYSTEM (CDS)

We have sent a communication to the Deputy Managing Director (HR) & Corporate Development Officer, Corporate Center, State Bank of India, Mumbai, on the captioned subject.

A copy is enclosed for your information.

#OurUnityLongLive

With greetings

Yours comradely,

(Deepak Kumar Sharma)
General Secretary

At the Service of Members for more than 5 Decades

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No.6180/48/24

Date: 17.09.2024

The Dy. Managing Director (HR) &
Corporate Development Officer
State Bank Bhavan
Nariman Point
Mumbai-400 021

Dear Sir,

FEEDBACK AND SUGGESTIONS FOR IMPROVING THE CAREER DEVELOPMENT SYSTEM (CDS)

As a Federation, we believe in cultivating a supportive and empowering work environment, and we see an opportunity to improve our performance assessment processes. The current bell curve system, while structured, can sometimes create unnecessary stress and competition, which may hinder collaboration, team work and employee growth. To promote a more inclusive and motivating atmosphere, we advocate for a transition to more adaptable and comprehensive methods of performance evaluation. Till the current system remains in place, we wish to offer observations and suggestions on the existing Career Development System to address ongoing concerns and to nurture a more equitable, efficient and motivating environment for all officers.

The following suggestions are based on the feedback of members, offer practical insights and provides constructive recommendations for consideration:

- 1. Grading Distribution:** The system mandates that a certain percentage of employees must be rated in various grades regardless of actual performance quality leading to unfair comparisons and demoralization among employees, especially if the distribution does not accurately reflect individual contributions. Moreover, the restriction on allotting grades does not align with service industry standards, particularly given the expectation of 100% efficiency.
- 2. Recognition for Handling Additional Workloads:** Officers working with manpower shortages, as per the Manpower Planning (MPP), should receive additional recognition for managing increased workloads and responsibilities.

- 3. Business Budget Allocation:** The uniform allocation of the business budget across quarters lacks scientific rationale, especially considering the seasonal nature of certain businesses, such as agriculture. Officers in rural and semi-urban branches often face disadvantages compared to urban counterparts. A more flexible and region-sensitive approach to budget allocation is needed.
- 4. Automatic Role Transfer During Leave:** When officers are on maternity, sabbatical, or unauthorized leave, HRMS should automatically transfer their role to a parking role. This would save time and prevent the possibility of assigning grades to employees on such leaves.
- 5. Transferee Branch Visibility:** The transferee branch should be visible on the IN-TRANSIT report/Dashboard for better follow-up during transfers. Currently, only the old branch details are available, leading to tracking difficulties.
- 6. Role Assignment Consistency:** Role assignment should be completed mandatorily by the 1st quarter. Officers who work under different roles until the 3rd quarter should not have mismatched KRAs in the final quarter.
- 7. Evaluation Matrix for RMSEs, RMMEs, and RMROs:** RMSEs and RMMEs assigned to multiple branches lack an evaluation matrix for their diverse roles. RMROs, who often take on additional roles such as Cash Officers or Accountants, should have their KRAs updated to reflect these responsibilities.
- 8. Special Position for Employees in Transit:** A provision for a special position for employees moving between AO/RBO/LHO during interim periods, before their transfer orders are finalized, would streamline the process and reduce the overuse of parking roles.
- 9. KRAs Based on Work Environment and Infrastructure:** KRAs for similar positions should take into account the unique features of different work environments and demographics. For example, branches without a gold loan limit should have KRAs that reflect their local conditions.
- 10. Service Managers' Roles:** The KRA of Service Managers does not include tasks such as personal loan processing, which they frequently handle. Additionally, Service Managers are involved in tasks like joint custodianship, which should be reflected in their KRAs.
- 11. Single Officer Branches:** In single-officer branches, officers playing dual roles as both Service and Branch Managers should have their KRAs reflecting this dual responsibility. Branch managers in Scale-III branches

should not be assigned Service Manager roles, which are designated for Scale-II officers.

- 12. Multiple Roles in Day-to-Day Operations:** Officers performing multiple roles that are not accounted for in their CDS should have a more accurate representation of their contributions in their KRAs.
- 13. KRAs to Joint Custodians:** As per RBI guidelines the Joint Custodians should not be assigned any work other than currency chest management. As RBI has imposed penalties in several circles for non-compliance of directives, this serious concern needs to be addressed in the allotment of KRAs under the CDS for maintaining the integrity of our system and safeguarding interests of our officers.
- 14. KRAs for Overhead Expenses:** The overhead expenses linked to KRAs of RBO officials such as CAC, should be reviewed, especially where control over these expenses lies outside the purview of officers posted in RBOs.
- 15. Freezing Period for Roles:** The freezing period for KRAs should be extended from 15 days to one month, allowing officers enough time to review their roles and KRAs.
- 16. Basket of KRAs:** The basket of KRAs should be increased, giving reporting authorities more flexibility in assigning appropriate KRAs based on job roles and responsibilities.
- 17. Timely Budget Allocation:** The process of budget allocation should be completed in the CDS prior to role assignments so that employees are aware of their targets and can begin work on them promptly.
- 18. Role Notification System:** Employees should receive SMS notifications when roles are assigned, along with alert messages before role freezing deadlines to ensure timely action.
- 19. Monthly CDS Score Update:** Monthly updates of CDS scores in HRMS should be more robust. This will allow employees to verify and take steps to improve their performance.
- 20. CIF Tagging Process:** The process of CIF tagging should be clearly defined in the CDS circulars, and the cap on CIF tagging percentages should be revisited, especially where two RMMEs are present in the same branch for different periods.

- 21. Self-Appraisal Performance Model:** Self-appraisal performance should be limited to interviews during promotions, with CDS handling the rest. Scores from RePA/ReVA should not influence AAA/AA ratings or incentive schemes for measurable roles.
- 22. Grading Period:** The minimum duration for calculating grades should be extended from 90 to 180 days, and officer grading should be distinct from clerical staff. Separate quotas for officer and clerical grades should be established.
- 23. Premium Scoring for Extraordinary Contributions:** Introducing premium scoring for extraordinary contributions would incentivize and motivate officers to perform above and beyond.
- 24. Incentive Distribution:** While the inclusion of Grade A in the CDS incentive structure has helped alleviate some dissatisfaction, there remains significant disparity in incentive payments across grades. It is imperative to reevaluate CDS-based incentives, with a particular focus on narrowing the gap between incentives for AAA, AA and A categories. A more balanced and proportional distribution of 50:30:20 should be implemented. Additionally, all officers who retire during the financial year to be compensated with incentives on pro rata basis to ensure fairness and acknowledge their contributions.

Sir, we sincerely appreciate your time and attention in reviewing these suggestions. We are confident that implementing these changes will not only improve the efficiency and fairness of the CDS but also help in cultivating a more motivated, engaged, and productive workforce, ultimately driving the long-term success of our organization.

Thanking you.

Yours sincerely,

Sd/-
(Deepak K Sharma)
General Secretary

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