**QUESTIONNAIRES**

**Human Resource Management in S.B.I.**

Below are the given question regarding "Personnel specification of a/an, subordinate staffs/clerical staffs/ Officer's Category, for a study on "Human Resource Management in the State Bank of India, a case study of Manipur".

*Please furnishes the following information:*

1. Name (if you wish to mention) .................................................................

2. Educational qualification (Please tick wherever necessary).

   |   |   |
---|---|---|
(a) Matriculate &nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&nbsp;&n
5. Please mention your designation at the time of entering in the bank as employee.

6. Present designation in the bank:
   
   (a) **Subordinate staffs**
   
   (Peons/messengers/drivers/sweepers/watchman/guard/cleaners/others with specification).

   (b) **Clerical staffs**
   
   (Cashiers/clerks/store keepers/typist/stenographer/telephone operators/key punch operators/others with specification)

   (c) **Officer categories**
   
   (General Managers/Additional G.M./Dy.G.M./Asst. G.M./Chief Manager/officers in Grade A,B and C/officers in Grade D, E and F)

   (d) **Your works experiences:**

   (a) Below 1 year
   
   (b) 1 to 2 years
   
   (c) 3 to 5 years
   
   (d) 6 to 10 years
   
   (e) 11 to 15 years
   
   (f) 16 to 20 years
   
   (g) Above 20 years

7. Please stated your present scale of pay drawing from the banks.

   (a) Scale I
   
   (b) Scale II
   
   (c) Scale III
(d) Scale IV
(e) Scale V
(f) Scale VI
(g) Scale VII

8. Are you satisfied with the level of efficiency of management of your bank?

If "yes to what extend"

..........................................................................................................................

(a) To a great extend
(b) To some extend
(c) Very little

9. In case, your answer to the above question No.8 is "No". Please specify the Reason:

..........................................................................................................................

10. Please give your suggestion as to how in your bank there is an improvement to the efficiency of the management

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QUESTION REGARDING MANPOWER PLANNING

Below are given question regarding manpower planning in the S.B.I. for my study on Human Resources Management in S.B.I., a case study of Manipur.

1. Whether in your banks, the management was conducted manpower planning?

If yes, please state the term of the planning: Yes / No

(a) One year
(b) Two years
(c) Three to five years
2. In your bank who has allowed to perform Manpower Planning
   (a) General Manager in Head Office
   (b) General Manager in the Regional Office
   (c) General Manager in the Branch office

3. By the time when the Manpower planning was performed by the managers, please stated whether the view of the subordinate were seek and taken into consideration.
   Yes / No

   If yes, please say whether:
   (a) Consulted but the views are not necessarily taken into consideration
   (b) Consulted and the view are necessarily taken into consideration

4. Whether the management of your bank has communicated the objective of Manpower planning to all categories of the employees of the banks from time to time through circulation.
   Yes / No

5. In case the objective was circulated, how do you react?
   (a) Very satisfied
   (b) Satisfied
   (c) Fairly Satisfied
   (d) Not satisfied
   (e) Indifference

6. In case the objective of the manpower planning was not circulated by the managers. Please state how do you react.
   (a) Request the management to circulate.
   (b) Protest for not circulated
   (c) Raise the matter through your trade union.
d) Indifference
(e) No response

7. Whether your management decides to execute the manpower planning regularly from time to time.
   Yes / No

8. How do you find the execution of manpower planning help to fulfill the objective of the management as well as the objective of the employees?
   Yes / No

9. In case the manpower planning does not help to fulfill the objective, please say whether your management decides to review the planning from time to time.
   Yes / No

10. Whether the employees considered to express their view to the management at the time of preparing as well as remaining the manpower planning.
    Yes / No

QUESTION RELATING WITH
RECRUITMENT AND SELECTION

Below are given the question regarding recruitment, selection and placement for your kind response to my study.

1. Do you subscribe to the view that recruitment, selection and placement is the next steps to execute the manpower planning.
   Yes / No

2. Whether the recruitment of employees of different level was conducted by your branch managers under advice from the Head office to fulfill the manpower requirement of your branch.
   Yes / No

3. In case the recruitment and selection was done by the Regional office or Head office, please say whether such recruitment and selection was on the basis of manpower needs of a particular branch or branches?
   Yes / No
4. In case the recruitment and selection was done for a particular branch, whether the management has given preference to the candidate of the locality where the branch has operated?  

Yes / No

5. At the time of recruitment and selection whether the management has utilised the service of recruitment agencies like employment exchange and State Service Commission.  

Yes / No

6. Whether the Head office of your bank has constituted a separate recruitment department of their own.  

Yes / No

If yes, please mention the name of department for the following categories.

(a) Subordinate staff

........................................................................................................................................
........................................................................................................................................
(b) Clerical staff

........................................................................................................................................
........................................................................................................................................
(c) Officers categories

........................................................................................................................................
........................................................................................................................................

7. While conducting recruitment and selection by your bank please state which of the following System has been adopted:

(a) One time recruitment.

........................................................................................................................................
(b) Scattered recruitment.

........................................................................................................................................

8. By the time when the management either at Regional office or Head office has taken decision for recruitment and selection please say whether the management seeks advise, suggestion from the management of different branches.  

Yes / No
9. In case when the management seek your suggestion/advice as regard recruitment and selection please state whether you give the suggestion by taking into consideration the following factors

(a) Local issues
(b) Need of the branch
(c) Personnel philosophy
(d) All the above
(e) Non of the above

10. In case the management has taken decision for recruitment and selection without consulting the Branch/Regional offices, please states how do you reacted?

(a) Fully satisfied
(b) Substantially satisfied
(c) Moderately satisfied
(d) Little satisfied
(e) Not satisfied

11. Will you kindly let me know the existing number of staffs of different categories of your bank.  [Yes / No]

If yes, please indicate the number against each of the following.

(a) Subordinate staff.

(b) Clerical staff.

(c) Officers categories.
12. Whether the management of your bank has adhered to the government reservation policies of SC/ST/OBC/Ex-service-men/physically handicapped at the time of recruitment of different categories of jobs? Whether the government reservation policies applicable to all categories of personnel? [Yes / No]

13. Whether the government reservation policies is applicable to all categories of personnel?

If no, please state the categories of the employees in which the reservation policy is not applicable.

14. At the time of selection of personnel, please state what are the sources for selection

(a) External sources.

(b) Internal sources.

(c) Both internal and external resources.

15. What is the Sources of selection of yours management has adopted for the following categories of personnel?

(a) Subordinate staff  [External]  [Internal]  [Both external & Internal]

(b) Clerical Staff  [External]  [Internal]  [Both external & Internal]

(c) Officers category  [External]  [Internal]  [Both external & Internal]

16. Whether in your bank there are specific percentage fixed for selection of personnel from external and internal Sources

If yes, please states the specific percentage:-

(a) Subordinates  [External]  [Internal]

(b) Clericals  [External]  [Internal]

(c) Officers  [External]  [Internal]
QUESTIONS RELATING WITH TRAINING

1. How many training programme you have attended so far outside the organisation?

2. If you had attended training programme please mention the programme related with

**Code No.**

(a) Foundation related programme for newly promote officers

(b) Foundation level programme for officers converted to general banking from RDO's Cadre.

(c) Programme in general banking for officers in regional office's (Below are the level of administrative Officers).

(d) Programme for field officers (SBI)

(e) Programme for field officers (High value service industry and business)

(f) Basic programme in international banking (IB) for desk officers of branches, other than forex active branches.

(h) Programme for Accountant

(i) Credit management programme for desk officers/field officers.

(j) Programme for managers (Accounts).

(k) Role efficacy lab for managers of division SIB (Service industry and business) C & I (Cornmercial and institutional), IB (International banking)
(l) Programme for managers of division (personnel)

(m) Branch management programme phase I.

(n) Personnel management and industrial relation programme, for officers.

(o) Programme on planning and budgeting for officers in regional offices.

(p) Programme on disciplinary action for officers in disciplinary proceeding dept, enquiry officers and presenting officers.

(q) Programme on annual closing for officers.

(r) Hindi workshop for officers/

(s) Programme on ALPM (Automatic ledger posting for officer working at mechanise branches.

(t) Computer application programme for officers working at usher department

(u) Marketing programme for branch managers.

(v) Workshop on various aspects affecting banks profitability.

3. In case you were selected for a different training, whether yours selection is

(a) At your own initiative

(b) At the initiative of the organisation

(c) A routine matter

(d) To keep you away for some times

(e) Any other reason

4. Were the courses content related to:-

(a) Your needs

(b) Organisation needs
(c) Your needs as well as organisational needs
(d) None of the above

5. Please state your observation regarding the training course content which you have attended:-

(a) Full text was not covered
(b) Sequence of the text was well prepared
(c) Content were of high standard for average employees understanding
(d) Content were of poor standard
(e) Some irrelevant course were included
(f) Content was stressed to theoretical side than its practical side.

(g) Preliminary briefing about the source was not made.

(h) Aids were not used.

6. Whether you prefer to have the instructor/trainer from:-

(a) Your training centre faculties.
(b) Others officers of SBI
(c) Guest faculty members.
(d) Mind of all

(a) No reply

7. When you have attended at the training programme please state as to what extent you have received the benefit:

(a) Exceptionally very high.
(b) Moderately high
(c) Little high
(d) No comment
8. How would you rate the programme of the training as:-

(a) Excellent

(b) Very good

(c) Good

(d) Fairly good

(e) Poor

9. In addition to the training programme organise by the management, whether you have attended any other training programmes.

Yes / No

If yes, please give the detail

10. Do you think that training programme conducted by staffs training centre (STC), are more effective and educative than the outside training programme?

Yes / No

11. In your opinion what are the factors on which the effectiveness of a training depend upon:-

(a) 'Active participation of training.'

(b) Exhaustive way of teaching.

(c) Effective class communication.

(d) Various teaching method used.

(e) Adequate knowledge for the trainer.

(f) Patient listening by the participant.

(g) Simultaneous listening and questioning.

(h) Presenting practical job situation.

(i) Stress on application of knowledge.

(j) Personality of trainer/instructor.

(k) Presentation of new ideas.
(1) Sequence of the course content.
(m) Periodical training' and evaluation of training.

12. Which of the following training methods are adopted in your bank indicating against it's of the bank 'Most effective' or 'average effective'.

<table>
<thead>
<tr>
<th>Most effective</th>
<th>Average effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Lecture method,</td>
<td></td>
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<tr>
<td>(b) Group discussion</td>
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<tr>
<td>(c) Case studies</td>
<td></td>
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<tr>
<td>(d) Exercises</td>
<td></td>
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<tr>
<td>(e) Questionnaire.</td>
<td></td>
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<tr>
<td>(f) Visiting faculty scheme</td>
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<tr>
<td>(g) Role playing method</td>
<td></td>
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<tr>
<td>(h) Workers education training scheme</td>
<td></td>
</tr>
<tr>
<td>(i) Film and audio visuals</td>
<td></td>
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<tr>
<td>(j) Brains storming</td>
<td></td>
</tr>
<tr>
<td>(k) Programme learning method</td>
<td></td>
</tr>
<tr>
<td>(l) Interface method</td>
<td></td>
</tr>
<tr>
<td>(m) Conference method</td>
<td></td>
</tr>
<tr>
<td>(n) Seminars method</td>
<td></td>
</tr>
<tr>
<td>(o) Simulation method</td>
<td></td>
</tr>
<tr>
<td>(p) Observation tour</td>
<td></td>
</tr>
</tbody>
</table>

13. Do you feel that some post training test would have resulted in more serious studies and-more permanent learning of the knowledge imparted?

[Yes / No]

14. Were you able to absorb the ideas and knowledge imparted through training considering job requirement?

[Yes / No]

If yes, please state, it is .....................
15. What are the reasons behind your answer "to some extent" or "not at all" of the above question?

Is it due to:-

(a) Improper understanding
(b) Lack of ideas about practical implication.
(c) Lack of relevance reference material
(d) No posting to the relevant desks.
(e) Teaching was of no use to actual work situation.

16. To what extent, do you think, the knowledge and experience you gains from training would help you in doing you job better?

(a) To a great extent.
(b) To some extent.
(c) Little.
(d) Very little.
(e) No reply.

17. What benefit would you derive from the training? Some of the possible benefits are listed below.

Please rank them in order of preference.

(a) Help confirming some of old ideas.
(b) Generated new idea and knowledge.
(c) Acquainted with problem face at other places and their solutions through Sharing of experience
(d) Acquired skills, knowledge about the technique regarding problem solving appropriate that can be applied on the job.

(e) Acquired new knowledge relevant to the job.

(f) Give me a good change to look objectively at myself and my job.

(g) Resulted on change of attitude.

(h) Any others

18. In case you have any comment and suggestion for future training programme, please state your suggestion if any.

(a) Suggest additional topic(s), not presently included which would wish to have includes in future causes.

(b) Any topic(s) included in the programme which may be included for other future training courses.

(c) Suggest any topic(s) in the present causes for which you think more time should be allowed for a more comprehensive treatment.

(d) Any other comment and suggestion.

19. What do you feel was the overall impact of the training?

(a) Improve Job skill and performance.

(b) Generated new ideas and thinking about the Job.

(c) Taught better organisation behaviours.

(d) Increased better organisation behaviours.

(e) Fulfilled social needs and friendship.

(f) Imparted career consciousness.

(g) Provided sense of better human relations.
20. What suggestion you have for a more effective training system? Please list out.

21. Whether in your bank, training has provided to the employee on the basis of their grade?

22. Whether in your bank induction training programme has provided to the newly selected employee?

   If yes, who provide such training programme?

23. When induction training was given to the newly selected employees please state what reaction your management has received from the employee:

   (a) Satisfied to a large extent

   (b) Satisfied to some extent

   (c) Little satisfied

   (d) Not satisfied

**QUESTION REGARDING PROMOTION**

1. Do you agree with the view that promotee officers/employees are more suitable for better management and accomplishment of bank target than direct recruitment.

2. Does the SBI have a well defined promotion policy?

3. At your bank, what is the basis of promotion? Whether the promotion made is on the basis of:-
4. In your bank, please say, whether the employee union has played any role as regard to the promotion of employee.

If yes, whether the union favour:-

(a) Seniority
(b) Merit
(c) Merit-cum-Seniority
(d) Recommendation for Superior

5. In case, the basis of promotion recommended by the employee union is not acceptable to the management, please say how such differences are settle?

(a) Through negotiation
(b) Through adjudication
(c) Through arbitration
(d) Remain unsettled

6. In case your bank has a well defined promotion policy, please say, what are those policies for the following grade of employees.

<table>
<thead>
<tr>
<th>Category</th>
<th>Basis of promotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Subordinate Staff</td>
<td>merit/seniority/merit-cum-seniority/ recommendation from superior.</td>
</tr>
<tr>
<td>(b) Clerical staff</td>
<td>Merit/seniority/merit-cum-seniority/ recommendation from superior.</td>
</tr>
<tr>
<td>(c) Officer category</td>
<td>Merit/seniority/merit-cum-seniority/ recommendation from superior.</td>
</tr>
</tbody>
</table>
7. In case when a branch level officers' has to be promotion to a higher grade, please state what specific procedure has been adopted by the management?

8. Do you think that promotion should be only by seniority?  
   Yes / No

9. Do you think that promotion from JMGS-I (Junior Management Grade Scale) should be only by interview?  
   Yes / No

10. In your bank, are there any systems of allotting mark for performance appraised in the promotion of scale I to scale II officers?  
    Yes / No

11. Are you in favour of allotting mark for education at qualification for the purpose of promotion?  
    Yes / No

12. Do you agree with the suggestion that there should be no interview for promotion upto grade V, and promotion should be base on confidential report.  
    Yes / No

13. Are you in favour of scheme “out-of-turn” promotion to outstanding sport personal?  
    Yes / No

14. Whether in your bank, the employee union interfered in promotion cases?

   (a) To a great extent
   (b) To Some extent.
   (c) Not at all
   (d) No reply

15. What suggestion you will put forward to your management for more effective promotion policy in SBI?

   Please list out

   ..........................................................................................................................
   ..........................................................................................................................

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16. What are the specific promotion policies from clerical to officer grade?

17. Whether in your bank there are specific norms (percentage wise) for promotion to Junior Management Grade in operative side, i.e. Account, cash and Administrative Department?  
   Yes / No
   If yes, please state the specific percentage

18. What is the procedure adopted at your bank for promotion of employees 'for State service of the bank'?  
   Yes / No
   Is it though the following procedure?
   (a) Preparation and display of the seniority list.
   (b) Weightage of academic qualification
   (c) Written test

19. Please state whether in SBI, the memorandum of agreement regarding promotion policy in central bank reached in 1984 was enforced?  
   Yes / No

20. Is in your bank there is a system of promotion procedure separately for All India Service  
   Yes / No
   If yes, please state the specific procedure

21. What is the eligibility criterion for appearing in the written test for promotion to officer cadre in All India Service.
22. In your bank for promotion from officers (scale I) to higher scale, how many grade are there? Please specify with their respective position.

23. For promotion from officer scale I to higher scale what are the specific number of years service should be with the employee in minimum.

<table>
<thead>
<tr>
<th>Position</th>
<th>Number of year in service</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) From scale I to Scale II</td>
<td></td>
</tr>
<tr>
<td>(b) From scale II to III</td>
<td></td>
</tr>
<tr>
<td>(c) From scale III to scale IV</td>
<td></td>
</tr>
<tr>
<td>(a) From scale IV to Scale V</td>
<td></td>
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<tr>
<td>(e) E scale V to scale VI</td>
<td></td>
</tr>
<tr>
<td>(f) From scale VI to scale VII</td>
<td></td>
</tr>
</tbody>
</table>

QUESTIONS REGARDING DISCIPLINE

1. What according to you are the important causes of employee indiscipline, in your bank?

   (a) Non-placement of right persons in the right job.
   (b) Undesirable behaviour of senior and junior officers.
   (c) Faulty evaluation of persons for different managerial decisions.
   (d) Absence of adequate upward communication system.
   (e) Weak, flexible and incompetent leadership.
   (f) Absence of reliable supervisions.
   (g) Lack of trust on the employee by the supervisor.
   (h) Defective working conditions.
2. Whether in your bank there are conduct rules applicable to different categories of employees namely clerical and subordinates staff and officers grade? Yes / No

If yes, please name them

3. In case your management has decided for taking disciplinary action against the employee for committing minor misconduct, please state the general grounds for minor misconduct.

(a) Absence without leave

(b) Unpunctual or irregular attendance

(c) Negligence of work and duties

(d) Breach of business rules

(e) Committing nuisance in the bank premises

(f) Entering or leaving bank premises without permission,

(g) Attempt to collect money within the bank premises without permission.

(h) Holding of any meeting on the bank premises without permission.

(i) Canvassing of union membership within the premises without permission.

(j) Failing to show courtesy and attention to officers.

(k) Deliberate disregard of decency and cleanliness norms.

(l) Incurring debts beyond limit.
4. In case your bank management decides to award penalties to the employees for committing minor misconduct, please state what are those penalties.

(a) Warning or censure.
(b) To maintain adverse remark against the delinquent employee.
(c) To stop increment.

5. If any of the bank employee has committed gross misconducts in the banks, please state the necessary ground for taking disciplinary action against the employee.

(a) Engaging trade outside the scope of his duty.
(b) Unauthorised disclose of information of the bank officers.
(c) Drunkardness or indecent behaviours inside the premises.
(d) Willful disobedience of the banking rules.
(e) Causing damages to bank property.
(f) Habitual misconduct.
(g) Willful showing down of work preference.
(h) Gambling and betting inside the premises.
(i) Speculation in stock shares, etc.
(j) Any act prejudicial to bank interest.
(k) Giving or taking bribe.
(l) Abetment or instigation.

6. When the management decided to award penalties to the employee for committing gross misconduct, please state what are those penalties,

(a) Dismissed
(b) To warned
(c) Adverse remark
(d) To fined
(e) To stop increment
(f) To conodeled his/her misconduct
(g) Discharged from service

7. When the management of your bank deciding to award penalties for misconduct, please state what are the necessary procedure for such:

(i) For committing minor misconduct:
   (a) By counseling him.
   (b) In case unsatisfied to the above, by serving advisory note.
   (c) By serving official warning.
   (d) By showing a charge sheet.

(ii) For committing gross misconduct:
   (a) Statement of disciplinary problem.
   (b) Collection of full relevant information.
   (c) Types of penalties available.
   (d) Choosing from among the alternatives penalties.
   (e) Application of the penalty.
   (f) Follow up the case.

QUESTION REGARDING EMPLOYER-EMPLOYEE RELATIONS

1. At the time of recruitment and selection of personnel, whether the employees union has recommended any specific source? [Yes / No]

If yes, please states the recommended source for:

a) Subordinates [External] [Internal]

h) Clericals [External] [Internal]

c) Officers category [External] [Internal]
2. Whether your management has accepted to the recommendation of your employees union relating to the sources?  
   Yes / No

   If yes, whether it is
   a) Accepted in Toto

   b) Accepted for some category of personnel

3. In case there is a conflict between your management and the employees union for not accepting the employees recommendation to the source of selection, please state how the conflict was settle__________.
   a) Through negotiation

   b) Through adjudication

   c) Remain unresolved

4. Whether in your bank there are different procedures for selection of personnel for different categories?  
   Yes / No

   If yes, please state the procedure in brief
   a) For subordinate staff

   b) For clerical staff:

   c) Officer category

5. As an employees of the bank, please state as to whether you are satisfied to the prescribe selection procedures.  
   Yes / No

6. Whether in your bank there is a separate HRM Department,  
   Yes / No

   If yes, whether the department is attached to:-
7. In case the HRM department has open please state how your management take necessary step for the management of the employees

8. In case the HRM department is located only at Head office a looking after all Regional and Branch offices all over India, please state its function is up to the need and satisfaction of the employees in branches. [Yes / No]

9. Whether in your bank the management has encourages programes relating with training and development of the employees. [Yes / No]

If no, how in your bank the need for training and development has been taken care of:

a) At the initiative of the employees
b) By consulting some specialise agency
c) Not taken care of at all

10. In case in your bank the management has encourages the training and developmental programmes of the employees, please state whether the training programme is ________________

a) Confined within the organisaton.
b) Confined outside the organisation.
c) Both within and outside the organisation side by side

11. How many training programme you have attended so far within the organisation
12. While SBI has nationalised along with other major commercial banks in India, what are the major issues which SBI has to focus?

Is it .................................................................

a) Increasing efficiency bank's customer service ........................................

b) Meeting employee social need .................................................................

If 'not', what are those issues?
........................................................................................................
........................................................................................................

13. Whether in today's bank management there is an increase in the function of the bank? Yes / No

14. If your answer to the above questions is 'yes' please say, whether the output per head has increased? Yes / No

15. If the output per head at your bank has decreased. What are the factors responsible to it?

a) Wrong placement of employee .................................................................

b) Defective working conditions .................................................................

c) Over employment ...................................................................................

d) Under employment ..................................................................................

e) Lack of effective motivation to employer ...............................................  
f) Lack of support of the employer ..............................................................

g) Work without sense of responsibility to the employee .............................

h) Any other factor, (Please elaborate) ........................................................
16. Why the management at your banks considers industrial relation as an important issue?
   a) Considerable fall in the professional ethic among the employees
   b) Considerable fall in the moral values of the employee.
   c) Both (a) and (b)
   d) None of the above.

17. In your bank what are the levels where industrial relations has manifested
   a) Industry level (Apex level)
   b) Bank level
   c) Branch level

18. Whether in your bank, the management has an establish wage and salary policies.

Yes / No

19. When in your bank there are conflicts between employer & employees Please state what are the causes of such dispute?
   a) Economic factor
   b) Social factor
   c) Political factor

20. What are the important factors which influence the relationship between employer and employee?
   a) Inter-union rivalry
   b) Intra-union rivalry
   c) State intervention
   a) Growth of trade unionism

21. Whether in your bank there are multiple unions each affiliating to different parent organisation?

Yes / No
22. What are the contributing factors which lead to multiple unionisms in your bank?
   
   a) Lack of cohesiveness among the employee
   b) Employees' influences
   c) Cultural factor
   d) Economic factor
   e) Industrial relation laws.
   f) Lack of acceptable leadership
   g) Any other factors (Please specify)

23. In your opinion, multiple union system should bring better industrial relations in your bank?  
   Yes / No

24. What are the probable areas in which there are frequent conflicts between employer and employee in your bank?
   
   a) Agreement reached only at top level without consulting employees at lower level.
   b) Benefits granted for the employee withdraw by the branch manager
   c) Employee resistance to the introduction of new work method
   d) Lack of well-established job description
   e) Inconsistency in the allocation of work-load
   f) Employee concern more for income than responsibility
   g) Any other factors (Please specify)
25. For the establishment of better industrial relations in your bank, do you see, whether state has to play any role?

If yes, please specify the necessary steps to be taken up by the state

a) Imploring statuary obligation.

b) Regulating rate of payment.

c) Protecting right and privileges of the employee.

d) Discouraging the practice of strike and lock-out at the bank.

e) Creating atmosphere for interaction and understanding between employer and employee.

26. Whether in your bank you have your own employee organisation?

If ‘Yes’, please mention the name of the organisation...........................................

.................................................................

27. Whether your organisation is one affiliated to a parent organisation?

If ‘Yes’, please mention the organisation ...........................................................

.................................................................

28. Whether in your bank, there is computerisation of bank operation?

If ‘yes’, what is your reaction to the computerisation process?

a) Happy

b) Unhappy

c) Indifferent

29. In your bank whether your management decides to have machinery for prevention of employer-employee disputes?

Yes / No
If 'yes', please mention the name of the machinery?

.................................................................

a) Arbitration ..............................................
b) Conciliation .............................................
c) Adjudication .............................................

30. If dispute has happen in your bank, despite having machinery for prevention please say, whether your management decides to take necessary step for its settlement? ..............................................

31. By the time when your management take necessary steps for the settlement of disputes, whether your management to help the effort of the management? ..............................................

32. In your bank is there is any instances of unilateral decision taken by your management and imposes to your employee organisation? ..............................................

If 'yes', please state what is your reaction

a) Happy ..............................................
b) Unhappy .............................................
c) Indifferent .............................................

33. What is your suggestion as to how the disputes in your bank can be settled?

a) Through arbitration ..............................................
b) Through conciliation .............................................
c) Through Adjudication .............................................

CONDITIONS OF SERVICE

1. Whether in your bank the management has fixed the scale of pay of the employee on the basis of pre-determined grade ..............................................

If yes, please elaborate ........................................................................................................
........................................................................................................................................
2. Whether your management has formed periodical revision of the scale of pay of the employee?  
   Yes / No

   If 'yes', please mention the specific time period
   (A) After every one year
   (B) After every two year
   (C) After every two to five year
   (D) After every five to ten year

3. What are the allowances which your management has provided to the employee in addition to their normal salary Pay?
   (a) Dearness allowance
   (b) City compensatory allowance
   (c) House rent allowance
   (d) Special allowance
   (e) Medical allowance
   (f) Conveyance allowance
   (g) Washing allowance
   (h) Provident fund allowance
   (i) Retirement benefit
   (j) Gratuity

4. In cases the above allowances are provided to you. Please say whether the same benefit has extended to other categories of employees, too?
   Yes / No

5. For determining the scale of pay, allowances etc. from time to time; please say, who has performed the job?
   (a) A committee set up for the purpose
   (h) By the top level
(a) Management of the concern bank
(d) Any other

6. In case the pay and allowances is fixed with the recommendation of a committee please say whether the committee seeks the view of the employee union? Yes / No

7. If your managed has decided to seek your view at the time of determining the rate of pay and allowances, please say what is your reaction:

(a) Very satisfied
(b) Satisfied
(c) Moderately satisfied
(d) Unsatisfied
(e) No reply Yes / No

8. Do you feel that the holidays granted to you by the management (authority) is adequate?

9. What are the different kinds of leaves allowed enjoying management to the employee? Please state with the number of days for each kind:-

<table>
<thead>
<tr>
<th>Kinds of leaves</th>
<th>No. of days</th>
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<tbody>
<tr>
<td>(a) Privilege leaves</td>
<td></td>
</tr>
<tr>
<td>(b) Casual leaves</td>
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<tr>
<td>(c) Sick leaves</td>
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<td>(d) Especial leaves</td>
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<td>(c) Maternity leaves</td>
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<td>(f) Extraordinary leaves</td>
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<tr>
<td>(g) Any other leaves</td>
<td></td>
</tr>
</tbody>
</table>

10. Whether in your bank your management provides incentive facilities for the purpose of accelerating efficiency of the employees? Yes / No

If 'yes', please elaborate ...........................................................................................................................................
11. Were the medical facilities has provided to you by your management?
   Yes / No

   If 'yes', please say whether the provision of medical is sufficient/inadequate?

12. Whether educational facilities for your children and for yourself has provided by the management?
   Yes / No

   If 'yes' whether the facilities are adequate. ............................................

13. Whether accommodation facilities has provided to you by the management?
    Yes / No

   If 'yes', please say whether you are satisfied ...........................................

14. Do you feel the necessity of requesting your bank to provide loan to the employee for any purposes?
    Yes / No

   If 'yes', please state the purposes ............................................................
............................................................................................................................

15. Whether the management has accepted at your proposal for loanee:-

   (a) Of their own

   (b) After your persuasion

   (c) As per bank rules

   (d) Through third party influence

   (e) No reply

16. Whether in your bank the management has taken up scheme for ensuring the life and property of the employee?
    Yes / No

   If 'yes', what are those schemes .................................................................
............................................................................................................................

QUESTIONS REGARDING CUSTOMER SERVICE

1. What is the frequency of your visit during a month period in the bank?

   a) 1 – 5 times

   b) 6 – 10 times
2. What are the compositions of customers visited to your bank?
   a) Doctors
   b) Teachers
   c) Engineers
   d) Students
   e) Retired persons
   f) Any others

3. What is the maximum time taken by the bank in completing your transaction relating deposit, withdrawal and issue of receipt?
   a) Less than 10 minutes
   b) 10 to 30 minutes
   c) 31 to 60 minutes
   d) Above 60 minutes

4. Could you understand the entries made by your bank in your saving bank pass book?
   a) Yes
   b) No

5. Do you feel that your bank has taken initiative in giving you advice as to how the accounts are operated in the bank?
   a) Yes
   b) No

6. Did you feel that whether the transaction time allowed by your bank is suitable to you?
   a) Yes
   b) No

7. How do you find the behaviour of the bank personnel in dealing with customers?
   a) Polite
   b) Not polite
   c) No comment

8. Did you ever complain to the management of the bank against the behaviour of the bank personnel?
   a) Yes
   b) No

If yes, please state or elaborate the details of the personnel irregularities.
9. How do you find the attitude of the management in dealing with your complaints?
   a) Properly attended to the complaints and the problems had solved.
   b) Sympathetic consideration has given to the problems but the problems had not solved.
   c) Ignore the complaints.

10. What is your reaction as regard different grievances redressal schemes introduced in the bank?
    a) Useful -
    b) Not useful
    c) No comment’