MANPOWER PLANNING IN PUBLIC SECTOR BANKS
WITH SPECIAL REFERENCE TO BANK OF MAHARASHTRA.

SUMMARY OF FINDINGS AND CONCLUSIONS:

The study reveals that the Public Sector Banks do have practices for planning of their manpower. However, when these practices are evaluated against the sound manpower planning practices, they reveal that these are needed more effective in adoption & implementation for the effective results of manpower to develop. They need rationalisation to meet the objectives of socio-economic development of the Public Sector Banks.

MANPOWER PLANNING PROCESS:

1. Anticipation of need;

The most common factor determining manpower requirement is performance budgeting at each level in the Banking organisation. Quantitative methods which are scientific are used through the performance budgeting exercise, which is an annual feature.

Periodical analysis on daily basis at the Branch level, on monthly basis at Regional level, on quarterly / half yearly basis at Zonal level; on half yearly and yearly basis at the Central office level is made in a regular and systematic manner.

Corporate business plan, changes in technology and trends in productivity are the most common factors considered for Manpower forecasting by all the Banks.
2. **Recruitment and selection:**

The recruitment and selection of manpower in various categories depend upon the Central Government's recruitment policy. New manpower, other than in sub-ordinate award class, is introduced in the Public Sector Banks only through Banking Service Recruitment Board from the year 1980 onwards.

The Bank uses both, the internal and external sources for obtaining the required manpower in respective category and in respective grades at respective levels for different jobs.

In the selection process, Bank gives adequate coverage to the internal candidates for promotion from one stage to higher stage. Even in respect of direct recruitment on specialised jobs, Bank gives due preference to the internal candidates.

3. **Induction training:**

Induction training is imparted to the new recruits. Bank uses it as a means to introduce the organisation, the job and the procedure to the candidates.

4. **Manpower inventory:**

Manpower inventory which can serve as an important instrument for developing the manpower inducted at each level needs more attention for adequate maintenance. Now a days, this data has been maintained on computer at the Zonal levels in Bank. The data generated through this information can be of great help to the Management. However, where present practices are concerned, the personnel bio-data is the main and sometimes the only content of manpower inventory.
5. **Performance appraisal:**

The confidential report is obtained in different formats for award staff, the officers and the executives. The format applicable for award staff has no place for potential appraisal, feed-back and an opportunity for self assessment/appraisal. But the format applicable for officers and the Executives have got place for potential appraisal, feedback and opportunity for self appraisal.

Not only award staff, but even the reporting officers are of the opinion that formal confidential reporting of an award staff every year serves no purpose. However, the Management at the Top feels that this creates a record for future and is applicable particularly at the time of considering promotions in higher rank.

Performance appraisal of each officer is evaluated and applied for determining the career path as a part of career Management and succession plan.

6. **Training:**

The Bank of Maharashtra has got a separate Training wing consisting of six training centres at six Zonal levels and one Staff Training College at Central Office level. The Bank has expanded the training wing in stages as per the growing need.

The training needs are identified through the periodical reportings by the Branches to the Regional levels, for award staff and by the Regional level offices to the Central office for officers. Executives training is planned and managed by the
However, the data of training, needs more effective maintenance. It is a general feed-back out of maximum special training programmes that after training the job related with such special training be given, but such expectation is very rarely fulfilled, which shows need of planning the training itself in more scientific manners as well as making stipulations in respect of post training placement.

If the Bank assigns the job of annual survey to estimate the effectiveness of training at different levels such as:

1. Training wing,
2. Planning department;
3. Personnel department,
the Bank can make effective use of this important tool of manpower development.

7. Career Management:

The Bank of Maharashtra has defined the career ladder which runs from the bottom at the level of Officer scale I upto officer scale VII. Through internal promotions a person can get an opportunity to elevate his career. There are instances in the Bank wherein a part-time sweeper has reached upto the level of officer scale II at the time of his retirement. i.e. from bottom 1st stage in the Bank upto the 7th step in the ladder available to him. In another instance, a person joined the Bank as clerk and he reached upto the Top i.e. on the post of a Chairman & Managing Director of the Bank i.e. upto 11th step from clerical stage.
On a horizontal movements, transfers are given at the periodical intervals, which normally ranges between three to five years. Specialised jobs are assigned to special educational and/or professional qualifications and/or experience.

Monetary incentives are offered as a reward for acquiring additional qualifications i.e. graduation by clerks, and professional qualifications by the award staff as well as officers. Now a days, employees passing the official language (Hindi) examinations approved by the Bank are also rewarded. But still there is a vast scope to the Bank to draw and implement a more scientific and systematic policies on placement, job rotations, training, transfers, promotions and compensations/rewards.

**Manpower development climate:**

The overall climate is average and it can improve if proper and effective attention is paid to the present Manpower development practices in the Banks; following are the observations:

1. The attitude of the Top Management towards its employees is below average. The Top Managements are unable to make sure that employees enjoy their work and long range plans are rarely communicated to the employees.
2. The attitude of macro level management towards its employees in general is slightly above average but remains partial in favour of influential employees which are almost few in numbers. Many times, this level Managements exhibit an arrogant attitude while dealing with subordinate officers and encourages 'divide & rule' tactics amongst staff.

3. The attitude of micro level Managements are having numerous limitations. They are the real operational Management factors and keep expectations only to fulfill the operational part of the Management obligations.

4. The attitude of seniors towards their juniors is slightly better than average. Seniors believe in the development of the Juniors, but they rarely delegate authorities and found very reserved to appreciate good work done by the juniors.

5. The new Chairman & Managing Director of the Bank of Maharashtra resumed in the year 1989, has started an innovative scheme to honour the efficient and result oriented Branch Managers by establishing 'Chairman's Club' and awarding membership to such selected Branch managers.

6. The Bank of Maharashtra has also started to award better manned Branch a trophy and certificates, separately as per the overall annual achievements. Branches are selected every year for such honour.
7. The Bank has also started ratings in inspection of the branches and the field level controlling offices as well as various departments at the Central Office. These inspection findings are rated as Bad, unsatisfactory, satisfactory, good, very good and Excellent. The Top rated branches are hailed through various reportings and communications.

8. The Bank has started to maintain personal achievement cards where in deposits mobilised by an individual and recovery brought-in advances with the special efforts of an individual are recorded.

9. Outstanding sportsman employees representing at the State and National levels are rewarded with further promotions.

10. As such personnel policies have some provisions for employee development and do facilitate reward for good work done. However, employees in general have a feeling that there is a good scope for the Bank to offer direct assistance to acquire better competence and their welfare.

11. Better and certainty in solving housing problem in Rural and Metropolitan areas, Children education, residence furnishing, finance, pre-determined and multiple choices transfer, periodical and regular promotional opportunities, job rotation, courtious behaviour from the higher authorities, these are the general expectations which need immediate and effective attention of the Top Management, inview of effective, proper and justified implementation.
For this purpose, the Bank should appoint specially qualified Welfare Officers at the Regional, Zonal and Central office levels.

12. The attitude of employees towards each other reveals that the employees are divided in informal organisation groups and the Management from the Top upto the Branch level is more or less using the technique of "Divide & Rule", a totally destructive approach which was used as a weapon by the old fashioned Bankers, even prior to Bank Nationalisation.

However, employees work with mutual trust and try to help each other in daily routine work.

13. Performance appraisal and implementation of transfers and promotion policies show that they are based upon the objective assessment as well as on favouratism.

14. Training is taken seriously by the employees and expect to get an opportunity to try-out what they learn in training programmes; but hardly they get such opportunity, which warrants for proper planning at the functional and operational levels.

15. Employees own efforts for self development are at an average levels, but the psychological climate is very conducive for self development.

To meet the socio-economic developmental objectives of the Public Sector Banks, the most important task before them is to improve own performance with the existing resources and infrastructure.
To get the best results from the existing infrastructure and plan for improved technology in the areas of computerisation and automation, Manpower resources have to be developed in terms of their competence, skills and attitude.

In the light of the findings and conclusions, the following suggestions may prove useful:

1. Manpower Planning in Public sector Banks should be done more scientifically. More emphasis be given to budgeting, based upon the past performance, but be viewed in accordance with the due weightage to future changes which may be required to be made in the organisation, periodical analysis of the Manpower be made in a regular but systematic manners.

2. Induction training programme and its importance be given prior attention from the Top upto the bottom of the organisation. During the induction training, the new recruits be induced by giving them handy book-lets/fold-cards/pass-books containing narration of value and philosophies of the Public Sector Banks in general and the Bank of Maharashtra in particular, the book-lets can be titled as 'Know your Bank'.

3. A job card be provided to each and every employee at the time of allocating a particular job responsibility from time to time and his job performance be recorded through 'work-sheets'. Each employee should get job rotation once in a year and before getting new job, he should be given adequate training, as such each person in the Bank must get job changes every
There cannot be any 'cut-off' point for imparting training to Banking personnel, so long as the employee is retained in the Bank up to the last day of his working, he should be well equipped with the working knowledge and for which to update his knowledge training would be essential, hence training is a continuous and ongoing process.

Various training programmes should also emphasis the role of an employee on his new job to be assigned in fulfilling the objectives of the Bank.

4. All the Public Sector Banks should have a common format of performance appraisal, categorywise and levelwise as well as job-wise, for effective and objective assessment of performance appraisal. The nature of the assessment should be changed from confidential appraisal to atleast semi-confidential appraisal, by giving a scope for making explainatory comments on the assessment evaluated by various higher authorities. Areas of deficiencies should not be brought forward in the threatening form, but be dealt through a specially appointed skilled psychetrist.

5. The potential of training is an important mechanism of Manpower Planning and development, is not fully exploited as the micro and masso level Management completely ignore the need for post training followup.
At the time of making periodical reporting, say yearly business review, each Branch Manager should prepare a separate Manpower Planning & Development report through which he should identify the training needs of each of the employee, including himself, working at the Branch, so also to reveal the effectiveness of training received during the past. A copy of such reporting should be sent to the respective Regional/Zonal offices and to the respective Training Centre/College.

On the strength of these reports, the Regional/Zonal offices and the Training Centres and the College should prepare a survey report, the gist of which along with findings and suggestions should be circulated to the individual employee through the Branches, as an established communication system. Field Management should ensure that opportunities are provided for the employees at the Branches to try-out what they have learnt during training, so that productivity of training can be well evaluated.

6. Employees and Officers' organisations of various faiths & cultures be duly recognised by the Bank Management. These informal organisations should get legal status. These organisations can forge valuable links between the Top Management and members of the organisations. These informal organisations can be effectively used in improving the overall Manpower Planning and Development climate of the formal organisation,
7. The Top Management should communicate long range plans to each of the employee, depicting therein a feed-back on his past performance and relative challenge to be fulfilled in the forthcoming period. This will help an employee to know the possibilities of individual growth and career opportunities. This will also enable the employee to prepare for future changes and challenges.

8. The Manpower Planning and Development climate survey shows that the overall climate in the Bank was at an average position. The Management at various levels should be able to communicate as downward communication upto each employee their conviction that the organisation's Manpower resources are its important resources as these are the assets created out of compensation paid and written-off every year. Banks should encourage employees to try-out innovative and creative ideas, which will benefit the organisation and will not only create a sense of belonging but will also improve the work climate, inter-relationship and convert the whole thing into self actualisation through job satisfaction.

9. Personnel policies in the Public sector Banks should be oriented towards employee development. Mechanism should be devised to recognise and reward good work done by an individual employee as well as a constituent of a group. Commitments of the Management at all levels to the Manpower Planning & Development systems and its willingness to invest time and other resources should be reflected in the personnel policies of the organisation.
10. A Corporate Manpower Resource & Development information system should be developed and computerised through-out the organisation at Central office /Zonal/Regional levels and be communicated in abridged form to the branches with updated coverages. This system will enable the storage and processing of Manpower data at various levels for its practical and effective applicability. Quick access to the data and its analysis can help in planning the Manpower Resources Development activities of the organisation.

11. The services of specialists/consultants in Manpower Resources Development may be retained by the Bank to make a thorough study of the existing Manpower Resources Planning & Development practices and the Manpower Resources Planning & Development climate; so that improvement can be made, based on the suggestions of such experts. This will help the Bank to improve its overall performance.

12. For all the Public Sector Banks a **Central Manpower Resource & Development Information Data Bank (CMRDIDB)** should be established.

The recruitment to the specialised posts in different Public Sector Banks can be done through the information available from this data Bank of personnel already employed in the various Public sector Banks.

All these suggestions may help the Public Sector Banks to respond to the future challenges and improve own overall performance so that the multiple objectives of the Public Sector Banks could be achieved.