STRUCTURED INTERVIEW SCHEDULE FOR BANK EMPLOYEES
(Officer Staff, Clerical Staff and Subordinate Staff in Nationalized, Scheduled and Cooperative Banks).

Note:

1. The contents of this form will be treated as strictly confidential and will be used for academic purposes only.
2. The information given will be tabulated and classified in such a manner that it would not be possible to identify therein the facts pertaining to any particular individual.
3. Please answer every question; else the entire form will be unusable.

PERSONAL INFORMATION:

Name:

Employing Bank:

Designation:

Category: Officer [ ], Clerical [ ], Subordinate Staff [ ].


Member of the Employee Association: [1] Yes [2] No

If Yes, Please give the name of the Association:

HUMAN RESOURCE DEVELOPMENT ENVIRONMENT SURVEY

The following questions relate to some aspects of your work. Please rate each question according to your opinion about it – '1' means you find that the question is never true, while '5' means you find that it is always true. There are no right or wrong answers; all we are interested in is the number that best describes your feelings.

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</table>

1. Do you agree that, in this bank, employees do not carry prejudiced opinions about each other? [1] [2] [3] [4] [5]

2. Do you agree that, in this bank, when junior employees are criticized for their poor performance, they take it constructively and use the criticism for improving themselves? [1] [2] [3] [4] [5]

3. Do you agree that, in this bank, employees completely trust each other for mutual support? [1] [2] [3] [4] [5]

4. Do you agree that, in this bank, employees have a high degree of a team spirit throughout the organisation? [1] [2] [3] [4] [5]

5. Do you agree that, in this bank, superiors do not feel inferior while expressing or discussing their feelings about a particular work situation with their juniors? [1] [2] [3] [4] [5]

6. Do you agree that, in this bank, junior employees are not afraid to express or discuss their feelings about a particular work situation with superiors? [1] [2] [3] [4] [5]

7. Do you agree that, in this bank, employees are genuinely interested in finding out their strengths and weaknesses from their colleagues and/or superiors? [1] [2] [3] [4] [5]

8. Do you agree that, in this bank, employees try to find solutions to their work problems by themselves rather than passing them on to the superiors? [1] [2] [3] [4] [5]
9. Do you agree that, in this bank, junior employees do not hesitate to consult their superiors over work problems? 

10. Do you agree that, in this bank, senior employees do not hold back their guidance when consulted by their juniors over a problematic work situation? 

11. Do you agree that, in this bank, senior employees feel that their juniors are extremely important assets of the bank and treat them considerately? 

12. Do you agree that, in this bank, senior employees generally ensure that the workload on their juniors is bearable, so as to secure the best performance from them? 

13. Do you agree that, in this bank, superiors usually identify and utilize the potential of their juniors? 

14. Do you agree that, in this bank, superiors feel that the overall development of their juniors is also an important party of their job? 

15. Do you agree that, in this bank, superiors usually keep their juniors informed of the bank’s future plans so that juniors may prepare for the future? 

16. Do you agree that, in this bank, superiors devote their time and attention and the bank’s resources to ensure overall development of juniors for shouldering future responsibilities? 

17. Do you agree that, in this bank, superiors believe that their juniors’ performance can be improved through proper training? 

18. Do you agree that, in this bank, superiors usually keep the juniors informed of the training opportunities in the bank? 

19. Do you agree that, in this bank, Superiors select their juniors for special training on the basis of individual training needs for bringing out juniors’ potential? 

20. Do you agree that, in this bank, employees returning from special training are given opportunities to try out what they have learned? 

21. Do you agree that, in this bank, psychological environment in the bank is very conducive for any employee interested in developing him/herself through training?
22. Do you agree that, in this bank, superiors encourage their juniors to experiment with new methods of work and try out new ideas, howsoever unorthodox? [1] [2] [3] [4] [5]

23. Do you agree that, in this bank, superiors show genuine interest in solving their juniors' job related grievances? [1] [2] [3] [4] [5]

24. Do you agree that, in this bank, superiors point out the shortcomings and weaknesses of their juniors in a non-threatening way? [1] [2] [3] [4] [5]

25. Do you agree that, in this bank, superiors write the performance appraisal reports of their juniors based on the objective assessment and adequate information and not on prejudices or favoritism? [1] [2] [3] [4] [5]

26. Do you agree that, in this bank superiors believe that their juniors lacking competence should be helped to acquire it rather than ignoring them? [1] [2] [3] [4] [5]

27. Do you agree that, in this bank, superiors often delegate authority to juniors so as to develop them for handling higher responsibilities? [1] [2] [3] [4] [5]

28. Do you agree that, in this bank, when juniors are delegated authority, they see it as an opportunity to gain experience and develop themselves? [1] [2] [3] [4] [5]

29. Do you agree that, in this bank, in certain situations and to a certain extent, an employee can take initiative and do things on his/her own without having to wait for instructions from the superiors? [1] [2] [3] [4] [5]

30. Do you agree that, in this bank, superiors usually recognize the initiative taken by their juniors and try to develop it? [1] [2] [3] [4] [5]

31. Do you agree that, in this bank, when an employee does a good work, his/her superiors make sure that it is appreciated by the bank? [1] [2] [3] [4] [5]

32. Do you agree that, in this bank, the bank rewards the good work done or excellent performance given by an employee? [1] [2] [3] [4] [5]

33. Do you agree that, in this bank, when an employee makes a mistake on the job, superiors treat it as a part of development process and help him/her to learn from it rather than punish or discharge him/her? [1] [2] [3] [4] [5]

34. Do you agree that, in this bank, promotion decisions are based on the suitability of the promotee rather than on favoritism? [1] [2] [3] [4] [5]

35. Do you agree that, in this bank, personnel policies of the bank are such that these help the overall development of the employees? [1] [2] [3] [4] [5]
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PERSONAL INFORMATION:

Name :
Employing Bank :
Designation :
Category : Officer [ ], Clerical [ ], Subordinate Staff [ ].
Member of the Employee Association: [1] Yes [2] No
If Yes, Please give the name of the Association:
HUMAN RESOURCE DEVELOPMENT PRACTICE OF TRAINING

1. Do you agree that, the induction training of employees is well planned and is of sufficient duration? [1] [2] [3] [4] [5]

2. Do you agree that, the mental preparation of trainees for bank's work is paid due attention during induction training? [1] [2] [3] [4] [5]

3. Do you agree that, the development of human relations skills of the trainees is given due importance during induction training? [1] [2] [3] [4] [5]

4. Do you agree that, the induction training programs are handled by competent tutors and instructors? [1] [2] [3] [4] [5]

5. Do you agree that, employees are selected for special training programs on the basis of carefully identified training needs, both of the trainee and the bank? [1] [2] [3] [4] [5]

6. Do you agree that employees selected for special training are given a clear understanding of the structure or format of the work and the development opportunities in the specialized job they would be doing after completing the training? [1] [2] [3] [4] [5]

7. Do you agree that the special training programs adequately attempt to bring out and develop the leadership qualities of the trainees? [1] [2] [3] [4] [5]

8. Do you agree that special training programs are handled by competent tutors and instructors? [1] [2] [3] [4] [5]

9. Do you agree that employees returning from special training programs are given opportunity to practice and fine tune the skills acquired during training? [1] [2] [3] [4] [5]

10. Do you agree that due recognition is given to the specially trained employees where their skills have aided bank's development? [1] [2] [3] [4] [5]

11. Do you agree that special training programs are developed in anticipation of the future trained manpower needs of the bank? [1] [2] [3] [4] [5]


13. Do you agree that the bank's present policy is quite sufficient to take care of its trained manpower needs for the foreseeable future? [1] [2] [3] [4] [5]

14. Do you think that good performance of employees thoroughly trained in their particular work specialty would create a better image of the bank in the society? [1] [2] [3] [4] [5]

15. Do you agree that the emphasis on systematic and scientific training of employees would make this a better place to work and grow? [1] [2] [3] [4] [5]
HUMAN RESOURCE DEVELOPMENT PRACTICE OF PERFORMANCE APPRAISAL

1. Do agree that the superiors evaluate junior’s performance without prejudice and/or bias? [1] [2] [3] [4] [5]


3. Do you agree that superiors give due importance to the junior’s merit and skill, while evaluating his/her performance? [1] [2] [3] [4] [5]

4. Do you agree that superiors give due recognition to the diligent work rendered by a junior’s while evaluating his/her performance? [1] [2] [3] [4] [5]

5. Do agree that superiors give due recognition to the special skills displayed by a junior while evaluating his/her performance? [1] [2] [3] [4] [5]

6. Do you agree that performance appraisal encourages employees to try for non-monetary benefits like awards, merit certificate, citations etc.? [1] [2] [3] [4] [5]


HUMAN RESOURCE DEVELOPMENT PRACTICE OF CAREER PLANNING AND DEVELOPMENT

1. Do you agree that, management regularly gives out realistic information on the career options open in different departments of the bank? [1] [2] [3] [4] [5]

2. Do you agree that, superiors counsel their juniors about the different career options? [1] [2] [3] [4] [5]


8. Do you agree that superiors ensure that juniors are exposed to varied work situations? [1] [2] [3] [4] [5]


HUMAN RESOURCE DEVELOPMENT PRACTICE OF EMPLOYEE WELFARE

The following questions relate to some aspects of your work. Please rate each question according to your opinion about it – ‘1’ means you find that the question is never true, while ‘5’ means you find that it is always true. There are no right or wrong answers; all we are interested in is the number that best describes your feelings.

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(A) WORK LIFE

1. Are you satisfied with medical, disability and life insurance cover? 

2. Are you satisfied with the protection from the occupational health hazards? 

3. Are you satisfied with to-and-fro conveyance facilities? 

4. Are you satisfied with health care facilities? 

5. Are you satisfied with sports and physical exercise facilities (gymnasium, playground, sports equipment etc.)? 

6. Are you satisfied with group activities (Competitive sports, special functions, staff gatherings, get-togethers etc)? 

7. Are you satisfied with recreational facilities? 

8. Are you satisfied with provisions for worry-free post retirement life? 

9. Are you satisfied expert counseling for handling on-the-job stress, tension, frustration and conflict? 

10. Are you satisfied with expert counseling for addiction free life style? 
(B) FAMILY LIFE
6. Are you satisfied with material comforts in the house (Furniture, lighting, cooking gas etc)? [1] [2] [3] [4] [5]
7. Are you satisfied with financial ability to organize family outings (picnics, excursions, pilgrimages etc)? [1] [2] [3] [4] [5]
8. Are you satisfied with financial ability to organize religious/family functions (pujas, birthdays, etc)? [1] [2] [3] [4] [5]

(C) SOCIAL LIFE
3. Are you satisfied with the invitations to social functions (Pujas, inaugurations etc.)? [1] [2] [3] [4] [5]

6. Are you satisfied with the membership of social organizations in personal capacity (public libraries, sports clubs, youth clubs etc.)?  [1] [2] [3] [4] [5]

7. Are you satisfied with membership of voluntary service organizations in personal capacity (relief work, educational societies etc.)?  [1] [2] [3] [4] [5]


(D) GENERAL


**OPINION SURVEY ABOUT ROLE OF EMPLOYEE ASSOCIATIONS**

The following questions relate to some aspects of your association. Please rate each question according to your opinion about it – ‘1’ means you find that the question is never true, while ‘5’ means you find that it is always true. There are no right or wrong answers; all we are interested in is the number that best describes your feelings.

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1. Do you agree that employee association’s efforts are instrumental in maintaining the salaries and allowances? [1] [2] [3] [4] [5]

2. Do you agree that due to the presence of the employee association, employees feel secure about the continuity of their employment? [1] [2] [3] [4] [5]

3. Do you agree that due to the presence of the employee association, employees feel secure about due promotions? [1] [2] [3] [4] [5]

4. Do you agree that the employee association helps the employee in obtaining the redressal of their work place grievances? [1] [2] [3] [4] [5]

5. Do you agree that individual employees can develop their leadership qualities through the media of their employee association? [1] [2] [3] [4] [5]

6. Do you agree that employees achieve their career objectives with the help of their employee association? [1] [2] [3] [4] [5]

7. Do you agree that employees can develop their potential through the various activities of the employee association? [1] [2] [3] [4] [5]

8. Do you agree that mutual relations between the management and the employee association are very cordial? [1] [2] [3] [4] [5]


10. Do you agree that the employee association always has a constructive attitude towards such participation? [1] [2] [3] [4] [5]
11. Do you agree that both management and the employee association adopt conciliatory attitude while resolving workplace grievances of the employees? [1] [2] [3] [4] [5]

12. Do you agree that the employee association is always alert to the changing welfare needs of its members and accordingly presents different employee welfare schemes to the management? [1] [2] [3] [4] [5]

13. Do you agree that the employee association follows up with the management for the implementation of such schemes for the benefit of employees? [1] [2] [3] [4] [5]

14. Do you agree that the employees believe that their association is a support in the redressal of their personal grievances? [1] [2] [3] [4] [5]

15. Do you agree that the employee association contributes significantly to shaping up of the bank’s HRD plans? [1] [2] [3] [4] [5]

16. Do you agree that HRD plans implemented with the active participation of the employee association have made a large contribution to the bank’s progress? [1] [2] [3] [4] [5]