Chapter - V


The fifth chapter deals with on the Performance Management of Human resource and promotion policy in bank of Maharashtra, it shows the Performance Management and promotion policy. It highlights on the Performance Management, Functions of Performance Management, promotion policy and promotion polices of Bank of Maharashtra.

Introduction

We are in the era of globalization and the business environment is very turbulent. It is changing drastically. In present environment nothing is permanent except changes. Changes are likely to take place but with different pace at different time. External environmental factors like social, cultural, economic, legal, government policies, technology and competition are uncontrollable. Due to these, it has become very difficult to carry out the business activities effectively and efficiently. It is an uphill task to stabilize, grow and excel in the business performance. In this situation, the need for higher level of knowledge and skills are needed. Every organization whether big or small, is using manpower, machine, money and materials. To carry out its tasks these are needed and without these the tasks cannot be completed. Materials are used for manufacturing and other tasks. Different types of materials like raw materials, semi-finished and finished goods, inflammables, explosives, electrical and electronic items, gasses, chemicals, fuels, cleaning materials, consumables etc, are used as per the need of the organizations. Without these the required functions cannot be performed. Second, resource is finance. Finance is life blood of the business. It works in business like blood in human body. If blood quality and quantity are not proper in our body then many problems are likely to be faced. In shortage of
finance the routine, development, payment of workers, payment of bonus, welfare of employees, payment of suppliers, refund of loans, research and development, replacement of old machines and equipment related activities will be hampered. It may lead to make the profit making unit a sick unit. Importance of finance cannot be overlooked. Third, machines or technology play very important role in accomplishment of tasks of the unit as per planning. Without technology the work is done manually. The speed at which the work is done is slow. The output per worker goes down and simultaneously the quality also goes down.

Human Resource Management is important for banks because banking is a service industry. Management of people and management of risk are two key challenges before banks. How you manage the people and how you manage the risks determines your success in the banking business. Efficient risk management may not be possible without efficient and skilled manpower. Banking has been and will always be a ‘People Business’. Though pricing is important, there may be other valid reasons why people select and stay with a particular bank. Banks must try to distinguish themselves by creating their own niches or images, especially in transparent situations with a high level of competitiveness. In coming times, the very survival of the banks would depend on customer satisfaction. Those who do not meet the customer expectations will find survival difficult. Banks must articulate and emphasise the core values to attract and retain certain customer segments. Values such as ‘sound’, ‘reliable’, ‘innovative’, ‘international’, ‘close’, ‘socially responsible’, ‘Indian’, etc. need to be emphasised through concrete actions on the ground and it would be the bank’s human resource that would deliver this. It is a common complaint among bank executives that skilled manpower is in short supply. No two arguments on this, Human resources are becoming scarce – both in quality and quantity. And, it is quite elementary that any resource that is in short supply needs to be properly managed for the benefit of society.
Employee Performance

Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilizes by manpower. Further, the business environment is changing drastically. The environmental factors are uncontrollable. These are beyond control of management of the firms. One has to adjust with the external factors to do the business in the market. Every environmental factor like social, cultural, legal, political, economic, technology and competition gets changed very fast. For effective working the knowledge of these factors is must otherwise the plan will misfire. In present situation it is difficult to predict about anything. It is uncertain to say that what will happen tomorrow. Again the need for highly skilled and dedicated manpower is felt who can give the best output. Nowadays the markets are also very competitive and there is cut throat competition. For every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of the unit. Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations. All these activities are inter-related to achieve the targets. These are to be performed by the employees properly so they can
give their best output at the job. This will have great impact on the total production, sales, profit, progress and market position of the company in the market. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output. The importance of employees’ performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so. Finally the company may take the lead the market and grab the opportunities available in the market.

**Advantages of Higher Employees’ Performance**

Following are advantages of higher performance to the individuals, organization, society and nation as a whole:

(a) The productivity of individual on job increases.

(b) Employee gets job satisfaction at job.

(c) Psychological problems of employees come to low level.

(d) Involvement of employees in their jobs increases.

(e) A sense of commitment and loyalty among employees develop.

(f) Employees get higher salaries and incentives on production basis.

(g) Quality and quantity of the total production increase.

(h) Sales and market shares of the company in the market improves.

(i) Profit improves and that leads to progress of the business.

(j) Good will of the organization goes high.

(k) All these contribute in the development of national economy and living standard of the society as a whole.

**Performance Management**

The main objective of human resources management is to utilize the human resources in a most optimal manner so that targets can be achieved very effectively and efficiently. For this purpose managing performance of
employees as a whole is very important. Performance management takes care of this function. Performance management maintain, develop and motivate the people at work to give better results. In the present competitive situation the organization that gives better results can survive, stabilize, grow and excel in the performance. It helps a lot in achieving the objectives of HRM. Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner.

Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc. This concept has been defined by various authors as follows:

(a) Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization. Many writers and consultants are using the term “performance management” as a substitution for the traditional appraisal system. A performance management system includes the following actions:

(i) Develop clear job descriptions.
(ii) Select appropriate people with an appropriate selection process.
(iii) Negotiate requirements and accomplishment-based performance standards, outcomes, and measures.
(iv) Provide effective orientation, education, and training.
(v) Provide on-going coaching and feedback.
(vi) Conduct quarterly performance development discussions.
(vii) Design effective compensation and recognition systems that reward people for their contributions.
(ix) Provide promotional/career development opportunities for staff.
(x) Assist with exit interviews to understand WHY valued employees leave the organization.
(b) Performance management is the larger process of defining what employees should be doing, ongoing communication during the year, linking of individual performance to organization needs, and the evaluating of appraising of performance.

(c) Performance management involves enabling people to perform their work to the best of their ability, meeting and perhaps exceeding targets and standards. For successful performance management, a culture of collective and individual responsibility for the continuing improvement of business processes needs to be established, and individual skills and contributions need to be encouraged and nurtured. Where organizations are concerned, performance management is usually known as company performance and is monitored through business appraisal.

(d) Performance management: A framework that identifies opportunities for performance improvement through use of performance measures such as standards and indicators.

(e) Performance measurement: a process of assessing the achievement of pre-determined goals and objectives through the measurement of the following types of indicators: inputs, processes of delivery of activities and services outputs, and outcomes.

(f) Performance management: Using a set of tools and approaches to measure, improve, monitor and sustain the key indicators of a business.

(g) Performance management: The process of quantifying, measuring, correcting and reporting system service levels.

**Functions of Performance Management**

The performance management is mainly concern with the performance of the people, systems and organization. To achieve this objective performance management performs a variety of functions. These functions are summarized below:

(a) Create Healthy Work Environment
HR or performance manager works with the people. Their objective is to create an environment of openness, trust, mutual understanding, team spirit and cooperation. In this environment only the manpower can be utilize more effectively to contribute to organizational goals. They create environment with the help of HR policies, day to day dealing, rules and regulations regarding leaves, welfare, promotion, discipline, incentives, training etc. It creates confidence in persons to work without worry.

(b) Develop Performance Plans

Management goes for planning of the job, competencies required for performing the jobs and standards required for performance of the jobs. It includes job description, job specification and fixation of job performance standard. Through these plans only the type of person required can be ascertained.

(c) Selection of Appropriate People

To carry out the various types of jobs in the organization manpower is needed. The required type and number of people are to be selected from the aspirants. So they may be made available at right place in right time for accomplishment of the tasks at required time. This is possible through proper recruitment and selection of employees.

(d) Decision Regarding Performance Standard

Performance management as a function of human resource management, The management takes decision regarding the required standards of the performance in consultation with top highest and average performance of the people at work. After detail discussion the most realistic standards are fixed by the management.

(e) Plans for Development of Employees

Performance management is interested for development of both employees and organization. With the development of one is the development of both. He conducts orientation of the persons, provides education, and finds out the need for training and conduct training.
programme for development of skills, knowledge and competencies. This can contribute in improvement of the performance of persons and company.

(f) Measurement of Performance

After planning and development activities the next task of performance management is to measure the performance of the people at work. For measurement of performance the different criteria has been fixed such as output per hour/shift quality of work, behaviour, discipline, level of commitment etc. This helps to find out the poor and good performers out of the lot. On the basis of the measurement of performance further remedial action can be taken.

(g) Conducts Performance Feedback

After measurement of performance of all employees the management finds the slow moving persons. The objective of performance management is to find out the reasons for slow going. They conduct coaching session for such people and give feedback to them. They suggest ways to improve their performance also. This clarifies many doubts of the employees. It helps a lot the persons to understand their caliber and difficulties. Through the coaching and counseling session the attitude of the employees is changed positive.

(h) Design Compensation, Recognition and Reward System

Through performance appraisal system the slow and fast working persons are identified. As per the output the management designs the compensation, recognition and reward system. For good performers the incentives are designed as per the output. They are given better incentives whereas slow working persons may be given less incentives or may be denied.

Concerns of Performance Management

Performance management is an important function of human resource management. HRM is mainly interested for proper utilization of manpower and contribute to a good extent in achieving the objectives of the
organization. In nutshell, it can be said that through better performance it is to make the organization more effective in the present competitive situation. The following are the main concerns of performance management:

**Benefits of Performance Management**

Performance management is a very important part of human resource management. The focus of it is on development aspects of individual and organisation performance. The approach of performance management is positive. In present highly competitive environment, a high degree of skill and commitment is needed to understand the environment and perform accordingly. Everybody is benefited by actions of performance management. It is bit difficult to summarise the benefits of it in detail. It is possible to get all employees to reconcile personal goals with organizational goals. One can increase productivity and profitability for any organization and that leads to progress of the organisation. It can be applied by organisations or a single department or section inside an organisation as well as an individual person. The process is a natural, self-inspired performance process and appropriately named the selfpropelled performance process (SPPP). It is claimed that the self-propelled performance management system is:

(a) The fastest known method for career promotion;
(b) The quickest way for career advancement;
(c) The surest way for career progress;

**Performance Management and Performance Appraisal**

Performance is often defined simply in output term that is needed for achievement of predecided goals. Performance is concerned what job is done, how it is done and what has been achieved. The Oxford English Dictionary confirms this by including the phrase ‘carrying out’ in its definition of performance: ‘The accomplishment, execution, carrying out, working out of anything ordered or undertaken.’ High performance is the outcome for positive behaviour, proper use of knowledge, skills, ability,
capability and competencies. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results. The concept of performance has been expressed by Brumbach as follows: ‘Performance means both behaviours and results. Behaviours are the product of mental and physical efforts applied to tasks and that can be observed apart from the result from the job. This definition of performance concludes that when managing performance both inputs (behaviour) and outputs (results) need to be considered. In present turbulent and highly competitive business environment the question of survive and grow matters a lot. Management is under pressure to increase the productivity of everyone so that competitive advantage over competitors can be achieved. This is the main objective of performance management.

Performance management is a process for establishing a shared understanding about what is to be achieved and an approach to managing people that increases the probability of achieving success (Weiss & Hartle). It is about the everyday actions and behaviors people use to improve performance in themselves and others. It cannot be divorced from the management processes that pervade the organization. Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization. The overall goal of performance management is to ensure that the organization and all of its subsystems (processes, departments, teams, employees, etc.) are working together in an optimum fashion to achieve the results desired by the organization. Performance management strives to optimize results of everyone and results of the organization. Any focus of performance management within the organization (whether
PROMOTION PROGRAMME AND PROCEDURE

Deciding the policy the management must provide realistic opportunities, which will encourage promising employees to take the risk involved in moving upward. It is not to discourage valuable employees from seeking advancement by making service in an unpopular job and prerequisite for promotion. It must not be provided only for employees who do outstanding work but who are unwilling to take on new & additional responsibilities. It is to provide alternatives for professionals who are reluctant to assume supervisory responsibilities.

A sound promotion policy should satisfy the following criteria:
(a) It should enjoy consistency
(b) It should be fair and impartial.
(c) Promotion should be a planned activity.

The promotion policy should involve six elements as follows:
(I) Promotion policy statement
(2) Establish as plan of jobs
(3) Trace transfer routes
(4) Preparation of employees for advancement through the provision of some training
(5) Communication of the policy
(6) Detailed personnel and service record to be maintained intact.

PROMOTION POLICY

The usual policy is to take merit into consideration. Sometimes length of service, education, and training courses completed, previous work history, etc. are factors, on which weightage is given while deciding for promotions. Although promotions are made on the basis of ability, hard work, cooperation, merit, honesty, and there are many informal influences as powerful determinants of a promotion policy.
SENIORITY VERSUS MERIT:

Seniority” refers to length of service in organization or in its various plants, or in its departments, or in a particular position. Under straight plant-wise seniority in all jobs, promotions go to the oldest employees provided that he is fit for the job. Occupational seniority may be within a department, within a division or in the entire organization.

There is a great controversy on the question of whether promotion should be given on the basis of seniority or ability. Trade unions are the view the promotions should be given with more weightage to seniority, while management favor promotions for large chunk on the basis of merit & ability.

If a promotion is given to a qualified man in recognition of his performance or with a view to creating an incentive for him, then it should be based on his ability.

If on the other hand, promotion is given to recognize & reward senior employees then it should be on the basis of seniority as well as his performance.

In banking Industry, in certain parts are based on seniority but their performance is judged selection and better performance.

Needs of the employees⁹:

The safety needs of are satisfied by the job security and the social needs of are met by the organizational culture of the employees. The reputation needs are achieved through the promotional opportunities available to the employees. When there are good opportunities for promotion the employees accept challenges and hope that the employer through monetary rewards and promotions will reward them. Given equal pay and other benefits employees prefer the organization where there are more promotion opportunities. A good promotion policy Is an indication of a growing organization.
Promotional policies in Bank of Maharashtra

As far as Bank of Maharashtra is concerned, the promotional policies have always been in favor of the employees. A good, hard working and enthusiastic employee can aspire to get the promotion at the earliest opportunity. The promotional policy favors 25% seniority posts and thus merit has been rewarded. To ensure the impartiality and to judge the knowledge and skill of the employee there is provision of written test, interview and marks for performance appraisal. The written test is conducted by an outside agency and in the interview panel, one outside expert person is also included to ensure proper selection. This is a good policy that has been followed for years and may continue in future also.

Existing promotional policy

The existing promotional policy has been framed under the Officers’ service regulation. 1973. Regulation NO. 17(1) which runs as below “Promotions to all grades of officers in the Bank shall be made in accordance with the policy laid down by the Board from time to time having regard to the guidelines of the Government if any”.

The present promotional policy was framed in 1981 for the promotions in 1983 and the same was used thereafter promotions from Scale I to II and Scale II to III.

The weightages given below were approved by the Board of Directors.

**From I to II**

i) Assessment Reports for previous 3 years - 20 marks

ii) Seniority - 20 marks

The weightages for seniority will start from the year officer becomes eligible.

a) Service in the grade 2 V marks per year with ceiling of 15 marks (15)

b) Service as Manager/Accountant/Officer outside the Home state 1 mark per year of service with ceiling of 3 marks (5)
For this purpose, the I-tome State would be the state where his initial posting is made.

However, if the posting to any place is affected at the request of an officer, his/her service at such a place will he treated as service in the Home Town.

Chart No:- 4.1

**Minimum Number of Years to reaches the scales of bank employee**

![Minimum Number of Years to reach the Scales](chart)

**Source:- RBI news letter march-2012**

**iii) Educationat1Profesional Qualifications**

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Graduation</td>
<td>2 marks</td>
</tr>
<tr>
<td>b) Post-Graduate/MBA/CA/ICWAIACS</td>
<td>3 marks</td>
</tr>
<tr>
<td>c) CAIIB Part I</td>
<td>2 marks</td>
</tr>
<tr>
<td>d) CAIIB Partt II</td>
<td>4 marks</td>
</tr>
</tbody>
</table>

**PROMOTION POLICY (WORKMEN EMPLOYEES)**

The policy is based on the Memorandum of Settlement dated 07.03.2005 entered into with the representatives of the Majority Union of workmen employees i.e. All India Bank of Maharashtra Employees Federation.
CLERK TO OFFICER CADRE\textsuperscript{13}

* Reservation policy for SC/ST candidates as per Govt. guidelines.
* Weight age for Ex-servicemen employees having rendered minimum 3 years service in the Bank as Clerk.
* Promotion through two channels viz. Merit & Seniority.

**Merit Channel**

**Table No:- 4.1**

**Minimum length of service**

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Minimum Length of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees</td>
<td>5 years</td>
</tr>
<tr>
<td>Graduate with CAIIB I</td>
<td>3 years</td>
</tr>
<tr>
<td>Graduate with CAIIB II</td>
<td>2 years</td>
</tr>
</tbody>
</table>

Source:- Field survey 2012

**Table No:- 4.2**

**Weight age for the marking system**

<table>
<thead>
<tr>
<th>Written Test</th>
<th>50 marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational qualifications</td>
<td>10 marks</td>
</tr>
<tr>
<td>service</td>
<td>5 marks</td>
</tr>
<tr>
<td>Confidential Report</td>
<td>10 marks</td>
</tr>
<tr>
<td>interview</td>
<td>25 marks</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100 marks</strong></td>
</tr>
</tbody>
</table>

Source:- Field survey 2012

- Candidate has to score 40\% in the written test i.e. 20/50.
- Relaxation to SC/ST candidates to the extent of 5\% i.e. 17.5/50.

**Seniority Channel**

- All employees in Clerical cadre including Special Assistants who have put in 12 years of qualifying service as on the relevant date shall be eligible.
- Weightages:

<table>
<thead>
<tr>
<th></th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>interview</td>
<td>50</td>
</tr>
<tr>
<td>Educational qualifications</td>
<td>10</td>
</tr>
<tr>
<td>service</td>
<td>10</td>
</tr>
<tr>
<td>Confidential Report</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
</tr>
</tbody>
</table>

Waiting list to the extent of 5% of the category wise number of vacancies declared, under both channels valid for 1 year from the date of declaration of the result.

**Disqualifications:**
- An employee under suspension is not allowed to participate in the promotion process even if suspension occurs at any stage during the process.
- An employee punished for gross misconduct other than fraud or misappropriation under BPS would be debarred from the process for a period of 3 years and for the gross misconduct involving moral turpitude, for a period of 5 years.
- For punishment like warning, censure, advisory remarks, the concerned employee would be debarred from the process for a period of 1 year.
- In case of disciplinary actions initiated, employee will be allowed to participate in the process.

**SUBSTAFF TO CLERK**

- Reservation policy for SC/ST candidates as per Govt. guidelines.
- 85% of the vacancies under merit channel and 15% under seniority channel.

**Merit Channel**
- SSC or equivalent with one-year service.
- Non-S SC having completed 7 years of service.
- Ex-servicemen employees having completed 3 years of service.
- Weightages

<table>
<thead>
<tr>
<th>Written test</th>
<th>80 marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>interview</td>
<td>20 marks</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100 marks</strong></td>
</tr>
</tbody>
</table>

**Seniority Channel**

- All employees having put in 25 years of qualifying service as on the relevant date shall be eligible.

- Ex-servicemen employees having put in 10 years of qualifying service as on the relevant date shall be eligible.

Weightages

| interview | 40 marks |
| Service   | 10 marks |
| **Total** | **100 marks** |

- Waiting list to the extent of 10% of vacancies in the order of merit to fill up posts falling vacant on account of non-acceptance of offers and reversion etc., valid for one year.

- Disqualification clause as applicable for Clerk to Officer promotion process.

The promotion policy provides for appropriate level of computer literacy and specialized knowledge in specialized skills for promotion for all relevant categories of employees. Meanwhile if promotion are considered essential these can be made conditional on the employees/Officers acquiring the prescribed level of Computer literacy for their grade within a reasonable time.

The Bank envisages taking up revision in the minimum length of service required for promotions, thus introducing a fast track system in
promotions of various grades. It is also contemplated to modify the allocation of marks allotted to different weight ages for interscale promotions.

**PROMOTIONS FROM JMGS 1 TO MMGS II & FROM MMGS II TO MMGS III MERIT CHANNEL**

**I. IDENTIFICATION OF POST: -**

1. Identification of posts are in terms of the Government guidelines received from time to time and are based on the findings of the Categorization Committee.

2. The Board of Directors approves the categorization of posts.

3. The vacancies for which promotion process is held are decided by the Bank with regard to the posts/requirements as of 31 March vis-à-vis present strength, the RRTDs. trend of VRS, number to be inducted by recruitment, requirement of specialized skills, availability of in-house talent in specialized skills etc. 75% of the posts are filled through promotions under the Merit Channel.

4. The Chairman & Managing Director and/ or Executive Director decide upon the number of vacancies for which the processes is/are to be held having regard to the provisions mentioned above.

5. Promotions to different grades/Scales are normally held every year based on categorization of posts and other business requirements.

**II. ZONE OF CONSIDERATION: -**

01. The basis is the latest seniority list of Officers as of 31st March of the relevant categorization for the promotion process.

02. The number of candidates is minimum 3 times the number of vacancies.

03. If deemed necessary obtaining sanction of the Competent Authority, which presently, is the Board of Directors, modifies the zone of consideration,
III. RESERVATIONS/CONCESSIONS FOR SCHEDULED CASTE (SC)/SCHEDULED TRIBE (ST) CANDIDATES: -

01. There are no reservations for SC/ST category in interscale/grade promotions of Officers on merit basis.

02. Scheduled Caste/Scheduled Tribe candidates who are senior enough in the zone of consideration for promotion so as to be within the number of vacancies for which the select list has to be drawn up, are included in that list provided they are not considered unfit for promotion. “To illustrate, if 200 vacancies are to be filled in and 3 times the number of vacancies is considered as falling within the zone of consideration” then and SC/ST Officer whose seniority falls within the first 200 will be eligible for promotion provided that he is not found unfit for promotion”. Fit for promotion would mean the candidate has secured minimum marks to qualify for promotion i.e. aggregate marks under all weight ages scored is minimum 45 out of 100 and the candidate is not disqualified for promotion.

03. SC/ST candidates will be provided pre-promotional training.

IV. ELIGIBILITY: -

Length/Place/Quality of service for eligibility for promotion.

<table>
<thead>
<tr>
<th>FOR PROMOTIONS FROM</th>
<th>FOR PROMOTIONS FROM</th>
</tr>
</thead>
<tbody>
<tr>
<td>JMGS TO MMGS II</td>
<td>MMGS II TO MMGS III</td>
</tr>
<tr>
<td>1). 6 years continuous and active</td>
<td>1). 5 years continuous and active.</td>
</tr>
<tr>
<td>Satisfactory service in JMGIS</td>
<td>(*) Satisfactory service in MMGS II</td>
</tr>
</tbody>
</table>

FAST TRACK CHANNEL

(Applicable for promotions from JMGS I to MMGS II only)

3 years of service as Officer with CAIIIB Qualifications. (Both parts completed). (20% of the vacancies meant for Promotion under merit channel will be Allocated for Fast Track Channel).
In case all the vacancies under this Channel are not filled up due to non-Availability of candidates with requisite Qualifications marks, such vacancies will be tied up through normal merit channel.

2). Minimum 2 years service at rural at rural Branch when in JMGSI.

3). Specialist Officers are exempt from Mainstay /Semi Urban service norm Until they join the main Stream.

(t) Physically Challenged active Sportspersons — coach of National level may be exempted from rural Service.

(g) Incentive oriented Rural Service —

Rural service will be incentive oriented and one year of rural service by an Officer will be treated as two years of qualifying service for promotion subject to Officers’ rendering a minimum of two years service in rural areas. This concession will be provided only once in the career of an Officer in the post in which he/she has completed the minimum tenure of two years of Rural Service.

For example, if an Officer completes two years rural service, while he was in Scale II, it will be converted as 4 years qualifying service for promotion to Scale III. However, he ceases to get any benefit of this service once he reaches Scale III.

The additional benefit of rural service will be restricted to only two years maximum (i.e. four years of qualifying service for promotion).
(* ) NOTE:
In case of the following eventuality, the period would not be counted in active and continuous service to be eligible for promotion.
01. Period spent on suspension.
02. Period spent on leave on loss of pay (unauthorized absence). However, in case of pre sanctioned extra ordinary leave, such period would not be excluded from the active and continuous service.
03. Officer punished by awarding punishment of reduction to lower grade and again promoted to higher grade in due course, the past service in the same grade put in before awarding of the punishment, would not be reckoned for eligibility for promotion to next grade/scale.

(h) Notes on Points (1) to (5) and related matters
a. The Board of Directors is the Competent Authority to consider relaxation in the required length of service. Presently, the maximum permissible relaxation allowed is 1 year, If arid when such relaxation is considered, the requirement of Satisfactory’ service for that particular Promotion process would also automatically stand modified.

b. (h) Rural/Semi Urban service completed in previous employment in other Public Sector Banks or merged/amalgamated flanks (Private or Public) would be taken into consideration while computing fulfillment of the norms as nell as for computing length of service the eligibility for Promotion.

c. The Government guidelines issued from time to time under Regulation 17 of the OSR would be applicable for completion of rural Semi Urban term.

d. Due to administrative exigencies, if deemed necessary, relaxation in compliance with the norm of rural/Semi Urban service would be considered and eligibility of candidates would be decided in the light of the terms Government sanction that would be received.
e. Officers who have submitted “Unwillingness” for rural/Semi Urban placements would not be considered eligible for promotion. Thos who have given unwillingness but bank has posted them to rural/Semi Urban branch may be allowed to participate.

f. In cases where due to administrative exigencies, Officers remain to be given rural/Semi Urban postings or Officers have been given such postings but the required minimum rural/Semi Urban service is not yet complete, the Officers would be considered eligible for participating in the promotion process on the condition that immediately thereafter, the Officers would be placed at rural/Semi Urban centres and would complete the norm. This is subject to receipt of approval/sanction from the authorities concerned. In cases, where the Officer does not complete the norm as per the condition and has been promoted, the Officer is liable to forfeiture of the promotion and reversion to the Grade/Scale.

g. In respect of Lady Officers, options for ‘willingness’ and or unwillingness’ would be made available subject to the condition Stipulated hereinabove.

Specialist officers are such Officers who have been recruited as Specialized officers and who have subsequently not been converted to General Officers. Also, Officers who have been placed in Specialized disciplines like Architects, Engineers, Chartered Accountants, Technical, Personnel, Security, Rajbhasha, Information Technology, Agriculture, Law, Past to Executives, Economist & Marketing/Public Relation & FEX etc. on the basis of their short listing would be considered as Specialized Officer and would be included in the category of exemption from the norm of Rural/Semi Urban service until they join the mainstream (General) Officers or are placed out of these disciplines.

(i) Exemption from Rural/Semi Urban service norm to physically Challenged/Active Sports persons or Coach of National level would depend upon the nature/extent of incapacity and status of being active at National
level in terms directions received from Govt/IBAI Banks’ Sports Board respectively.

V. WEIGHTAGES

(For promotions from JMGS I to MMGS II & from MMGS II to MMGS III.)

<table>
<thead>
<tr>
<th>No PARAMETERS</th>
<th>MAXIMUM MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35</td>
</tr>
</tbody>
</table>

1. Written test

(out of 100 converted in proportion) Minimum marks to be secured are 12 out of 35 for eligibility for participation in further process.

2. Assessment for the previous 3 years

Marks for assessment year as per revised ‘AAR Marks Allotted/confirmed by the Reviewing Authority for the Previous three years will be aggregated and the same would be converted as out of 35 by rounding off to nearest digit i.e.

77 + 83 = 244/300 = 28.46/35 i.e. 28/35

75 + 81 + 81 = 237/300 = 27.65/35 i.e. 28/35

Note:

Below 0.5 the lower digit will be taken and 0.5 and above, next digit will be taken. An Officer should secure a minimum of 40% marks in the Performance Appraisal to become eligible for participating in the promotion process.

The reports that would be considered would be the performance reports for a period of 3 years immediately proceeding the year of consideration. Where Performance Appraisal Reports tbr any of the preceding three years are not submitted, the marks for the years for which Performance Appraisal is not submitted shall be treated as NIL.
3. Educational/Professional Qualifications

(a) CAI Part 1/JAIEB 01
(h) CAIIB Part llCAIIB 02
(c) IIIB Diploma/AIB CA/IC WA/CS 03
(d) MBA (University recognized & recognized by 118 as well)/PGPBF of NIBM 03
(e) MCS/MCA/MCM (University recognized) 03

For Fast Track Channel
(Applicable for promotion from JMGS Ito MMGS 11)
(a) 118 Diploma/AIB London/CA/IC WAICS 04
(h) MBA (University recognized & recognized by 118 as well)/ PGPBF of NIDM 05
(c) MCSIMCA/MCM (University recognized) 05

SUB - Total 75
To qualify for interview candidate must secure a
Minimum of 30 marks out of 75 allotted to the
Said weight ages.
(Written test 35 + Performance 35 + Qualifications 5)

4. Interview 25
TOTAL 100
To qualify for promotion, candidate has to secure a minimum of 45
marks out of 100 allotted to various weight ages.

NOTE:
(a) There will be no weight age br seniority.
(b) Non-appearance for interview would be treated as disqualification for promotion.
(c) The candidates qualifying for interview will appear before the Interview Panel comprising of
<table>
<thead>
<tr>
<th>FOR PROMOTION TO MMGS II</th>
<th>FOR PROMOTION TO MMGS III</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dy. General Manager</td>
<td>General Manager</td>
</tr>
<tr>
<td>Asstt. General Managers</td>
<td>Dy. General Managers</td>
</tr>
<tr>
<td>+ SC/ST Representative</td>
<td>+ SC/ST Representative</td>
</tr>
<tr>
<td>Total</td>
<td>Total</td>
</tr>
<tr>
<td>01</td>
<td>01</td>
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<tr>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>04</td>
<td>04</td>
</tr>
</tbody>
</table>

SC/ST Representative as decided by Dy. General Manager, In charge of Personnel. If internal, the member should be of at least MMGS III. If such member is not available; outside Suitable person belonging to SC/ST be co-opted as an additional member. as an additional member.

(d) For promotion from JMGS 110 MMGS 11 and from MMGS II to MM(IS) III, the written test provides for separate paper for specialized Officers. The marks are allotted/ bifurcated for area of specialization and segment of compulsory questions. Specialized Officers are having option to appear for General category or specialized category.

(c) The standing IWCs would normally comprise of the following:
FOR PROMOTION TO MMGS 11   FOR PROMOTION TO
   MMGS III

Dy. General Manager -   General Manager —
Incharge of Personnel   In charge of Personnel
Asstt. General Manager -   Dy. General Manager
Incharge of IR/Personnel   In charge of Personnel
Asstt. General Manager -   Dy. General Manager —
From
From operational area   operational area
SC/ST Representative as decided by   SC/ST Representative as
decided
Dy. General Manager, In charge of   by General Manager,
In charge of
Personnel. If internal, the member   Personnel. If internal. the
member
should be of atleast MMGS III.   Should be of at least SMGS
IV. If
If such member is not available,   such member is not
available,
outside suitable person belonging to   outside member belonging to
SC,
SC/ST be co-opted as an additional   ST be co-opeted as an
member Additional member.

The Chairman & Managing Director and/or Executive Director are,
however, empowered to decide the members of the DPCs for conducting
interviews from the appropriate Grade/Scale as in (e) above.

VI. OUT OF TURN PROMOTION\(^7\):.

SPORTS PERSONS:
01. An Officer employee of the Bank. whether recruited as sports person or
otherwise. may be considered for one out of turn promotion in entrc career.
02. Out of turn promotion may be considered on the following grounds
(a) If an Officer wins a medal for the Country.
(b) If an Officer is conferred a National award by the Government of India.
(c) If an Officer wins a prize in an International event or in a team event as playing member of team in Olympics, A siad or any other International event in which either all nations are eligible to participate. or a few, selected on the basis of their past performances and past record, have been invited to participate.
(d) If any Officer wins an award, medal. Prize in any other international event or in exceptional cases if an Officer has been continuously performing well and winning Tournaments. Championships, prizes, medals etc., at the National level and the Bank considers the Officers’ case lit fbi out of turn promotion. the Bank may promote such Officer, if necessary, after seeking views of the Hank’s Sports Board.

03. On receipt of application, the DPC would examine such cases and submit its recommendations to the Chairman & Managing Director and/or Executive Director for granting out of true promotion or otherwise. The date of promotion. fitment. etc. would also be incorporate iii the recommendation.

VII. DISQUALIFICATION CLAUSE/SEALED COVER PROCEDURE
A. In respect of an Officer who is imposed major penalty will not be eligible to participate in the promotion process for a period of two years from the date of imposition of penalty.
B. In respect of an Officer who is imposed minor penalty other than Centre’ will not be eligible to participate in the promotion process for a period of one year from the date of imposition of penalty,
C. The cases attracting Sealed Cover Procedure’ will be examined by the Standing DPC, Competent for the relevant grade/scale promotions. The guidelines to be observed are given in Annexure 1.
Viii. ELIGIBILITY REVIEW COMMITTEE

01. The Eligibility Review Committee (ERC) will normally comprise of—
(a) Asstt. General Manager, (IR & IIRD).
(b) Chief Manager, (Disciplinary Matters).
(c) Chief Manager, (Vigilance)
(d) One SC/ST member of I Scale/Grade above the Grade/Scale which promotion process is held. If suitable Officer is not available, outside suitable person will be nominated.

The General Manager, Personnel, is empowered to nominate suitable members provided they belong to the appropriate Grade/Scale.

02. The Committee will be the Competent Authority for deciding the eligibility of candidates on the norms stipulated hereinbefore.

IX. FVANT DATES :-

(H. For identification of posts — as of 31 March.
(12. For deciding number of vacancies, the actual position and other related matters - As approved by the Chairman & Managing Director and/or Executive Director.

03. (a) For computing number of years completed in the present Grade/Scale The last day of the preceding month from the date of Circular declaring the promotion process.
(b) For computation of period completed at mural/Semi Urban branch to fulfill the norm of minimum rural/Semi urban service and for exemption or otherwise from Rural Semi Urban Service — Date of Circular declaring the promotion process.
(c) For deciding whether the Officer has opted for ‘willingness’ or unwillingness’ Rural/Semi Urban service — As would he decided.
(d) For qualification — Date of Circular declaring the promotion process.

04. For promotion and fitment — Date of Circular declaring (he results.
X. REPRESENTATIONS - PROCEDURE:

01. The Officer aggrieved with the decision of the DPC may make a representation to the relevant standing DPC within 45 days of declaration of results.

02. The representatives shall be examined by the standing DPC immediately, but in any case before completion of 6 months from the date of receipt of the representation.

03. The review/modification suggested by the Standing DPC in the case of each representation will be placed for approval of Executive Director, in case of promotion to MMGS II and Chairman & Managing Director, in case of promotion to MMGS III.

XI. MISCELLANEOUS:

01. The promotion policy is based on the Government guidelines received from time to time and is subject to change accordingly.

02. The procedure followed would normally be:

a) Circulars declaring the promotion process/number of vacancies and inviting applications will be issued.

b) Scrutiny of applications and conducting written test. In cases where there is lack of clarity about eligibility or it has not been possible to scrutinize the applications, the candidates may be allowed to appear for the written test provisionally. Merely allowing a candidate to appear for the written examination provisionally would not tantamount to Officer being eligible for the process.

C) Weightage given for qualifications are informed.

d) Results of the written test are informed to the candidates individually. To facilitate reference by the candidate a list of candidates and marks secured is informed to the concerned Regional Office.

Calls for interview are sent and interviews are conducted.

I) Compilation of marks under various weight ages are made and placed before the relevant DPC.
g) The standing DPC would examine the same and on being satisfied, prepare the list in the order of final merit.

h) The results are declared. The list would be of all candidates who were eligible and participated in the interview process and have secured the minimum passing marks or more i.e. 45 marks or more.

I) Post-promotion placement would be essentially as per the administrative requirement. The norms of Transfer Region and Transfer Zone will not be applicable and it will be on all India basis.

j) No correspondence/representation on the results is entertained after 45 days from the declaration of results.

k) The waiting list drawn, if any, will be valid for a period of 12 months from the date of declaration of results or till commencement of next process of promotion, whichever is earlier.

I) Bank, in its sole discretion, may promote fewer numbers of Officers than the declared number of vacancies.

**PROMOTIONS FROM IMGS I TO MMGS II & FROM MMGS I TO SENIORITY CHANNEL**

There is no written test interview for this channel. The promotions will be made strictly on the basis of seniority aid fitness subject to candidates’ securing 40% or more marks in each of the 3 years AARs.

I. IDENTIFICATION OF POSTS: -
The Identification of posts under Seniority Channel are 25% of the total number of vacancies.

II. RESERVATIONS! CONCESSIONS FOR SCHEDULED CASTES (SC) AND SCHEDULED TRIBES (ST):-
Resonation for SC candidates would be 15% and for ST candidates would be 7% of the posts declared under Seniority Channel. Since this is a Seniority-cum-fitness channel, no written test is held, no pre-promotional training for preparation of examination is deemed necessary. However, post-promotional training would be considered, as deemed necessary.
III. ELIGIBILITY:
01. All Officers, who have completed 8 years of service in JMGS I will be eligible for promotion to MMGS II.
02. All Officers, who have completed 8 years of service in MMGS II, will be eligible for promotion to MMGS III.
03. The said candidates either of JMGS I or MMGS II should comply with the norm of minimum Rural/Semi Urban service as applicable under ‘Merit Channel’.
04. Any relaxation in the norm of Rural/Semi Urban service, given under ‘Merit Channel, will also be applicable to the candidates under ‘Seniority Channel’. In cases where due to administrative exigencies, Officers remain to be given rural/Semi Urban postings or Officers have been given such postings but the required minimum rural/Semi Urban service is not yet complete, the Officers would be considered eligible for participating in the promotion process on the condition that immediately thereafter, the Officers would be placed at rural/Semi Urban centres and would complete the norm. This is subject to receipt of approval/sanction from the authorities concerned. In cases, where the Officers does not complete the norm as per the condition and has been promoted, the Officer is liable to forfeiture of the promotion and reversion to the earlier Grade/Scale.
IV. FITNESS CLAUSE: -
The same as applicable under ‘Merit Channel’. The DPC will decide the fitness of the candidates on the basis of the nature of disciplinary action proceedings against the employee, if any.
V. DISQUALIFICATION CLAUSE: -
As duplicable under ‘Merit Channel’
VI. ELIGIBILITY REVIEW COMMITTEE: -
The same as applicable under “Merit Channel”.
VII. RELEVANT DATES: -
01. As applicable under the ‘Merit Channel’,
02. Waiting list drawn, if any, shall be valid for a period of 12 months from the declaration of the results or till commencement of next process of promotion, whichever is earlier.]
03. the policy is subject to change in terms of the Government guidelines that are received from time to time.

PROMOTION POLICY FOR SPECIALTY OFFICERS

Considering the nature of duties of Specialist Officers, the Chairman & Managing Director/Executive Director may formulate a suitable promotion policy for Specialist Officers as regards number of vacancies, eligibility criteria, etc.

The Officers who have been directly recruited as Specialised Officers alone are presently given the status of Specialist Officers and presently following categories have been classified as Specialist cadre:

(*) PA to Executives directly recruited for this post shall only be treated as Specialist Officers.

The Officers by virtue of their working in specialized field cannot be called as Specialist Officers. Initially, Bank had a scheme, by which all the Specialist Officers in Scale I were permitted to write a paper of the respective discipline to the extent of 50% in the promotion process and were promoted to Scale II and the specialization was continued in Scale II also.

Subsequently, the policy was amended and as per the resolution passed in the Board Meeting dated 01.01.99. Rank has decided to continue the specialization up to and inclusive of Scale III. Accordingly, The promotion process was declared in 1999, wherein Scale II officers in specialized cadre also were permitted to write a paper to the extent of 50% of their discipline and were promoted and continued in Scale III in specialization in the year 99 (promotion declared on 12” September 1999) in between, it was decided that career progression plan for Specialist Officer
would be carved out and as per the Board resolution dated 29th December 1999, Chairman & Managing Director would be the Competent Authority. In accordance with this objectives, Bank has amended policy in the year 2001, under which following amendments have been added over and above the changes brought in up till now:

(a) identification of vacancies for promotions in advance for specialist cadre other than the vacancies declared for general category officer's promotion process both in Scale II and Scale HI.

(b) Option for the promotion process granted to the Specialist Officers wherein the Specialist officers in Scale I and Scale IT desirous to take promotions under specialist cadre would be subjected to interview, qualifications and performance evaluation, assessment and the written test is dispensed.

(c) The Specialist officers opting for promotion under main stream would be allowed to write a paper pertaining to their discipline to the extent of 50% and should they be declared successful in the promotion process, their placement shall be subject to exigencies of administration including in specialization or main stream of banking.

Besides this promotion policy, Bank shall pursue the general conversion policy as per exigencies of administration and that for both the processes i.e Scale I to II and Scale I to III, the Specialist Officers are exempted from purview of Regulation 17.

However, the conversion policy is distinct from the promotion process and the specialist officers getting conversion to general category shall be required to complete the tenure at semi-urban or rural as the ease may be as per Regulation 17 of Bank of Maharashtra Officers Service Regulations. 1979, amended from time to time.

Notwithstanding the promotion process (career path) as specified above, the promotion policy for specialist officers is subjected to changes that would be brought in from time to time in line with Bank’s objectives.
and that the Bank Management reserves the right to utilize the services of the specialist officers at any of the offices or in any of the discipline including main stream of banking as per exigencies of administration or deemed of the occasion.

**PROMOTIONS TO SMCS IV & ABOVE (UPTO TEGS VII)**

The promotion policy is based on Government guidelines received from time to time and is subject to change accordingly.

I. IDENTIFICATION OF POSTS :-

01. Identification of posts would be in terms of the Government guidelines received from time to time and would he based on the findings of the Categorization Committee.

02. For posts at Administrative Offices Board approval would he obtained and Government sanction for the same wherever deemed necessary would be obtained.

03. Promotion to different grades/ scales will be held every year based on categorization of posts and other business requirements.

04. The vacancies would be as of the date to be decided as per requirement and The foreseeable vacancies arising within 12 months of such relevant date. The candidates thus selected will be empanelled against the vacancies stated above. In addition, a wait list maximum to the extent of 10% of sanctioned strength of the Grade/ Scale may be considered to meet unibreseen exigencies/ vacancies which may arise within months of such relevant date. Such waiting list, if any drawn, would be valid for a period of 12 months from the date of declaration of results or till commencement of next process of promotion, whichever is earlier.
RESERVATIONS/CONCESSIONS OR SCHEDULED CASTE (SC) SCHEDULED TRIBE (ST) CANDIDATES

There is no reservation for SC/ST candidates.

III. ELIGIBILITY:

01. The minimum length of satisfactory service for eligibility for promotion from one Grade/Scale to another and the maximum relaxation in the same that could be allowed after obtaining approval of the Board of Directors is as follows —

<table>
<thead>
<tr>
<th>SCALE/GRADE</th>
<th>REQUIRED MINIMUM SATISFACTORY SERVICE</th>
<th>RELAXATION LIMIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMGS III TO SMGS IV</td>
<td>4 YEARS</td>
<td>12 MONTHS</td>
</tr>
<tr>
<td>SMOS IV TO SMGS V</td>
<td>2 YEARS</td>
<td>6 MONTHS</td>
</tr>
<tr>
<td>SMGS V TO TEGS VI</td>
<td>2 YEARS</td>
<td>6 MONTHS</td>
</tr>
<tr>
<td>TEGS VI TO TEGS VII</td>
<td>2 YEARS</td>
<td>6 MONTHS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FROM TO</th>
<th>PROMOTION FROM TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The Executive Director &amp; two General Managers</td>
<td>MMGS III TO SMGS IV</td>
</tr>
<tr>
<td>b) The Chairman &amp; Managing Director &amp; The Executive Director &amp; one General Manager.</td>
<td>SMOS IV TO SMGS V</td>
</tr>
<tr>
<td>c) The Chairman &amp; Managing Director &amp; The Executive Director &amp; one General Manager.</td>
<td>SMGS V TO TEGS VI</td>
</tr>
<tr>
<td>d) the chairman &amp; managing director (executive director in case the post of chairman &amp; managing director is vacant) the government nominee director and the RBI nominee director</td>
<td>TEGS VI TO TEGS VII</td>
</tr>
</tbody>
</table>
IV. ZONE OF CONSIDERATION: -

01. The normal zone of consideration would be 3 to 4 times the number of vacancies.

02. The board may consider calling additional candidates beyond these Limits if fresh candidates are not available in adequate number of consideration. However, such additional candidates should not exceed the number of superseded Officers i.e. Officers who were earlier called for promotion process but collide not included in the select list and were senior to (he junior most candidate promoted from that list.

V. WEIGHTAGES: -

01. Past Performance

<table>
<thead>
<tr>
<th>PARAMETERS</th>
<th>MAXIMUM MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>LasL3 years Annual Assessment Reports. As per old format</td>
<td>AS per new format Maximum 15 marks p.a. Marks allotted confronted by Reviewing Authority would be computed on % basis annually with rounding off the aggregate marks to the nearest full digit.</td>
</tr>
<tr>
<td>Excellent</td>
<td>15</td>
</tr>
<tr>
<td>Very Good</td>
<td>12</td>
</tr>
<tr>
<td>Good</td>
<td>10</td>
</tr>
<tr>
<td>Below Average</td>
<td>8</td>
</tr>
<tr>
<td>Poor</td>
<td>5</td>
</tr>
<tr>
<td>02. Assessment of candidate’s potential by DPC.</td>
<td>55</td>
</tr>
<tr>
<td>Excellent</td>
<td>46 to 55</td>
</tr>
<tr>
<td>Very Good</td>
<td>36 to 45</td>
</tr>
<tr>
<td>Good</td>
<td>26 to 35</td>
</tr>
<tr>
<td>Average</td>
<td>Up to 25</td>
</tr>
</tbody>
</table>

03. There will be no weight age tbr seniority.

VI. DISQUALIFICATION CLAUSE / SEALED COVER PROCEDURE

As applicable to interscale promotions of lower grade / Scale.
TTJ F 1.1 G I BILITY REVIEW COMMITTEE (ERC)

The review committee will normally comprise of:

The Chairman & Managing Director I Executive Director is empowered to nominate the members of ERC of appropriate Grade / Scale.

The Committee would examine the cases of candidates who have been imposed with ‘minor’ punishment within the immediate last 3 years and decide upon whether the candidate may be considered eligible for promotion or otherwise. In case the candidate has already been considered eligible for promotion or has been promoted subsequent to the imposition of the ‘minor’ punishment, the candidate will continue to be considered eligible in subsequent promotion process. However, in case the same candidate is again imposed with ‘minor’ punishment in other matters, the case of the candidate will have to be examined by the Committee.

VIII. RELEVANT DATES: -

01. For eligibility : As would be decided.
02. For promotion & fitment : Date of declaration of results.

IX. REPRESENTATIONS — PROCEDURE: -

01. An Officer aggrieved with the decision of the DPC, may make a representation to the Committee within 45 days from the date of declaration of the results.

02. The representations shall be examined by the DPC immediately but in any case before completion of 6 months from its receipt.

PROCEDURE AND GUIDELINES TO BE FOLLOWED IN RESPECT OF PROMOTION OF OFFICERS AGAINST WHOM DISCIPLINARY/COURT PROCEEDINGS ARE PENDING OR WHOSE CONDUCT IS UNDER INVESTIGATION

ANNEXURE - I

01. At the time of consideration of the cases of Officers for promotion, details of Officers in the consideration Zone for promotion falling under the following categories should be specifically brought to the notice of the
Departmental Promotion Committee Directors’ Promotion Committee hereinafter referred to as DPC.

1) Officers under suspension.
   ii) Officers in respect of whom a charge sheet has been issued and the disciplinary proceeding are pending and
   iii) Officers in respect of whom the prosecution for a criminal charge is pending.

1.1 The DPC shall assess the suitability of the Officers coming within the purview of the circumstances mentioned above along with other eligible candidates without taking into consideration the disciplinary case/criminal prosecution pending. The assessment of the DPC including ‘Unfit for Promotion’ and the grading awarded by it will be kept in a scaled cover. The cover will be superscribed ‘Findings regarding suitability for promotion to the Grade post of In respect of Shri/Smt (name of the Officer). Not to be opened till the termination of the disciplinary case/criminal prosecution against Shri/Smt The proceeding of the DPU need only contain the note, the findings are contained in the attached sealed cover’. The authority competent to fill the vacancy should be separately advised to fill the vacancy in the higher grade only in an officiating capacity when the findings of the DPC in respect of the suitability of an Officer for promotion are kept in a sealed cover.

1.2 The same procedure outlined in para 1.1 above will be followed by the subsequent DPCs convened till the disciplinary case/criminal prosecution against the Officer concerned is concluded.

02. On the conclusion of the disciplinary case/criminal prosecution which results in dropping of allegations against the Officer, the sealed cover or covers shall be opened. In case the Oliver is completely exonerated, the due date of promotion of the Officer will be determined with reference to the position assigned to the Officer in the findings kept in the sealed core/cover and with reference to the date of promotion of the Officer’s next junior on
the basis of such position. The Officer may be promoted, if necessary, by reverting the junior-most officiating person. The Officer may be promoted nationally with reference to the date of promotion of his/her junior. However, whether the Officer needed will be entitled to any arrears of pay for the period of national promotion preceding the date of actual promotion, and if so to what extent, will be decided by the appointing authority by taking into consideration all the facts and circumstances of the disciplinary proceedings/criminal prosecution. Where the authority denies arrears of salary or part of it, will record its reasons for doing so. It is not possible to anticipate and enumerate exhaustively all the circumstances under which such denial of arrears of salary or part of it may become necessary. However, there may be cases where the proceedings whether disciplinary or criminal are e.g. delayed at the instance of the employee or the clearance in the disciplinary proceedings or acquittal in the criminal proceedings is with benefit of doubt or on account of non-availability of evidence due to the acts attributable to the employee etc. These are only same illustrative circumstances where such denial can be justified.

2.1 If any penalty is imposed on the Officer as a result disciplinary proceedings or if the Officer is found guilty in the criminal prosecution against him/her, the findings of the sealed cover/s shall not be acted upon except when the punishment is Censure”. The case of the Officer for promotion may be considered by the next DPC in the normal course (and having regard to the penalty imposed on the Officer.)

03. It is necessary to ensure that the disciplinary case/criminal prosecution instituted against any Officer is not unduly prolonged and all efforts to finalize the proceedings expeditiously should be taken so that, the need for keeping the case of an Officer in a sealed cover is limited to the barest minimum. It has, therefore, been decided that the appointing authorities concerned should review comprehensively the cases of the Officers whose suitability for promotion to a higher grade has been kept in a sealed cover
on the expiry of six months from the date of conveying the first DPC which had adjudged the suitability of the Officer and kept its findings in the sealed cover. Such a review should be done also every six months subsequently. The review should, interlaid, cover the progress made in the disciplinary proceedings! criminal prosecution and the further measures to be taken to expedite their completion.

04. Inspite of the six monthly review referred to in para 3 above, there may be some cases where the disciplinary case/criminal prosecution against the Officer is not concluded even after the expiry of two years from the date of the meeting of the first DPC which kept its findings in respect of the Officer in a sealed cover. In such a situation, the appointing authority may review the case of the Officer provided he/she is not under suspension, to consider the desirability of giving the Officer the adhoc promotion keeping in view the following aspects.

(a) Whether the promotion of the Officer will be against the public interest.
(b) Whether the charges are grave enough to warrant continued denial of promotion.
(c) Whether there is any likelihood of the case coming to a conclusion in the near future.
(d) Whether the delay in the finalization of proceedings. departmental or in a court of law is not directly or indirectly attributable to the Officers concerned and.
(e) Whether there is any likelihood of misuse of official position which the Officer may occupy after adhoc promotion which may adversely affect the conduct of the departmental case/criminal prosecution.

The appointing authority should also consult the Central Bureau of investigation and take their views into account where the departmental proceedings or criminal prosecution arose out of the investigations conducted by the Bureau.
4.1 En case the appointing authority comes to a conclusion that it would not be against the public interest to allow adhoc promotion to the Officer, the case of the Officer be placed before the next DPC held in the normal course after the expiry of the Two years period to decide whether the Officer is suitable for promotion on adhoc basis, where the Officer is considered for adhoc promotion, the DPC should make its assessment on the basis of the totality of the individual’s record of service without taking into account the pending disciplinary case/criminal prosecution against the Officer.

4.2 After a decision is taken to promote an Officer on adhoc basis, an order of promotion may be issued making it clear in the order itself that;

i) The promotion is being made on purely adhoc basis and the adhoc promotion will not confer any right for regular promotion;

AND

ii) The promotion shall be ‘until further orders’. It should also be indicatein orders that the Bank reserves the right to cancel the adhoc promotion and revert the Officer at any time to the Grade Scale from which he/she promoted.

4.3 If the Officer concerned is acquitted in the criminal prosecution on the merits of the case or is fully exonerated in the departmental proceedings, the adhoc promotion already made may be confirmed and the promotion be treated as a regular one from the date of adhoc promotion with all attendant benefits. In case the Officer could have normally got regular promotion from a date prior to the date of his adhoc promotion with reference to the Officers placement/s in the DPC proceedings kept in the sealed covers and the actual date of promotion of the person ranked immediately junior or him/her by the same DPC, the Officer would also be allowed his/her due seniority and benefit of notional promotion as envisaged in para 3 above.

4.4 If the Officer is not acquitted on merits in the criminal prosecution but purely on technical grounds and if the Bank/Government either proposes to tare up the matter to a higher court or to proceed against the Officer
departmentally or if the Officer is not exonerated in the departmental proceedings/criminal prosecution, the adhoc promotion granted to him/her should be brought to an end.

05. The procedure outlined in the preceding paras should also be allowed in considering the claim-for confirmation of an Officer under suspension etc. A permanent vacancy should be reserved for such an Officer when his/her case is placed in a sealed cover by the DPC.

06. An Officer, who is recommended for promotion by the DPC but in whose case any of the circumstances mentioned in para 1 above arise after the recommendations of the DPC are received but before the Officer is actually promoted will be considered as if his/her case had been placed in a sealed cover by the DPC. The Officer shall not be promoted until he/she is completely exonerated of the charged against him/her and the above provisions will be applicable in his/her case also.

Concluding Remark:-

Recent time has witnessed the world economy develop serious difficulties in terms of lapse of banking & financial institutions and plunging demand. Prospects became very uncertain causing recession in major economies. However, amidst all this chaos India’s banking sector has been amongst the few to maintain resilience.

A progressively growing balance sheet, higher pace of credit expansion, expanding profitability and productivity akin to banks in developed markets, lower incidence of nonperforming assets and focus on financial inclusion have contributed to making Indian banking vibrant and strong. Indian banks have begun to revise their growth approach and re-evaluate the prospects on hand to keep the economy rolling. The way forward for the Indian banks is to innovate to take advantage of the new business opportunities and at the same time ensure continuous assessment of risks.
12. TRAINING

OBJECTIVES:

01. To provide need based trainings to all employees.
02. Development of personality and exploring potentials of the individuals.
03. Skill up gradation & knowledge enrichment required to perform various jobs with efficiency.
04. Right kind of attitude of employees towards colleagues and customers.
05. To enable a succession planning process that is achievable,

SOURCE OF IDENTIFICATION OF TRAINING NEEDS:

The Bank uses following sources for identifying training needs of the employees.

01. Inspection reports.
02. Annual Performance Appraisal formats devised for Officers, wherein individual employees feel necessity of trainings in specified areas.
03. Recommendations from Regional Offices.

INTERNAL TRAINING

Training needs of workmen employees of our Bank are met with by three training centers located at Pune, Mumbai and Nagpur. Staff Training College located at Pune caters to the training needs of Officers.

With a view to addressing the corporate needs and to equip the staff with required skill, knowledge and attitude, several newly designed training programmes are being arranged in addition to the conventional training programmes. These are as under —

01. Risk based internal audit.
02. Control aspects of Branch Management.
03. Preventive vigilance.
04. Intensive course in credit appraisal
05. Programme on CREAM.
06. Workshop on CTB!L.
07. Retail lending.
08. Asset quality Management.
09. NPA Management & profitability.
11. Stress Management.
13. Women empowerment
14. Effective Branch Management
15. Banking related subjects for IT Officers

Several training programmes are being arranged in the in house establishment to build Managerial skills and capabilities as above. The college utilizes the services of our internal faculty as &so external expertise.

Apart from &I above, Bank is also taking care of future challenges and imparting need based training in various areas as under.

01. Information Technology
02. ALM
03. Treasury Management & Investments
04. Foreign Exchange
05. Retail Banking
06. Project financing
07. Merchant Banking
08. Marketing
09. Risk Management
10. Financing SHG’s
11. Communication skills

Bank is deputing its employees to world renowned training Institutes like international Summer School, Administrative Staff College of India,
Indian Institute of Bankers, Bankers Training College, BIRD, NIBM, FEDAT, CAB, 1DRBT and so on. Suitable Officers are chosen for the right trainings.

**NOMINATION & SELECTION OF PARTICIPANTS**

Nominations for the internal trainings are sought from the Regional Heads under whom the Officer is placed. Nominations are based on the training needs of the Officers working in the Region.

**HRD POLICY OF THE BANK INVOLVES FOLLOWING**

01. To consider Training I Development and ancillary actions such as participation in workshops / study Tours etc. mainly to Personnel presently handling the portfolio and to consider entry level training to the new entrants to the Scheme.

02. With a view to import specialized and quality training, develop specialty in training establishment with expert trainers in various fields of specialization.

03. The training centre / Development centre faculty shall be drawn from field with expertise and experience and wherever needed, recruited from the relevant field of specialization.

**TRAINING TO THE FRONTLINE STAFF**

Apart from conventional trainings, Bank had arranged a programme aimed at attitudinal change of workmen staff of the Bank. A programme titled ‘Delightful customer service’ was conducted by all the training centres since the year 2003. Locational training programmes were arranged at various places for front line staff on effective dealing with customers. The focus was on attitudinal change. More than 6000 Clerks have been trained under this programme so far.

Prepromotional trainings to eligible SC/ST Officers are conducted on ongoing basis at all training establishments.
TRAINING METHODOLOGY

Variety of innovative methods like role play, assignments, Management games, Group discussions and surveys etc. are put to use to enhance the effectiveness of training system and broaden the understanding of participants. With a view to making training programmes more practical, participants are also taken to branches and allowed to interact with customers to understand their expectations. Field visits covering units financed by our branches, under Agriculture, horticulture, SHG’s, SSI are also arranged. In line with the guidelines of TAC, on-line tests are being conducted at entry level as well as exit level in each training programme.

EVALUATION OF TRAINING

Evaluation of training is an integral part of the training system which facilitates to take corrective steps in the direction of improvement in the areas of; course contents / inputs, methodology of training, infrastructure, performance of various faculties etc.

It will be Bank’s endeavour to provide training to all our employees, once in 2 years in functions related areas,

Except in Mumbai, Bank has the training estdbtisllmer7ts in itS own premises with staying arrangements for officers as well as workmen staff.

The bank shall put in place a Training evaluation system at all levels to ensure that after the training is imparted, the participants translate the lesson into actions and if riot what changes are needed in the training methodology system / contents.

TRAINING IN INFORMATION TECHNOLOGY:

The I.T. training Institute was started in the year 2000, with the objective of imparting IT. training to its Officers. The Institute operates in 4 channels with a capacity of 56 participants. it includes one channel for executives with capacity of 8. The institute is equipped with the state of the art technology to enable the employees to keep abreast of the latest developments in I.T.
The institute conducts workshops I special batches to train the staff on various I.T. initiatives of the Bank such as RBMP, IT Security, WAN, RTGS, MMS, Service Branch Mechanization software, ABB etc.

Recently Bank has undertaken a massive IT awareness training programme titled ‘IT development’ with a target group of about 5000 clerks and officers.

The ITTI publishes monthly IT Bulletin, which covers various aspects of IT In Bank & elsewhere.

Our Training establishments also cater to the training needs of employees of the three RRBs sponsored by our Bank.

The Bank is in the process of discussing an exhaustive training methodology to involve both Clerical & Officer staff to be prepared for the adoption of CBS and transfer of Technology.

India has a big and large digital opportunity. There are anywhere between 120-150 million internet users in India & this number is expected to grow at a very fast rate. This number of the digital high value customers is around 30 million who use online banking and financial services.

3.01.02. Almost all the banks now work in a computerized environment with core-banking solution (which facilitates anywhere banking from the earlier branch concept) is a common phenomenon. A large number of banks also offer banking on the telephone or Internet or mobile platforms (restricted facilities). Money transfer is an area that has been largely benefitted through technological developments.

In this fast growing technological world. The human resource of Bank of Maharashtra provides the services of online payment, internet banking ATM/ Debit cards, etc. There is a special training institute established for I.T. training in Pune This I.T. training institute is equipped with the technology to enable the employees to keep update of the latest development in I.T.
The bank Provides following services to the Customers

Customers have appreciated that internet banking has enhanced customer convenience and comfort, but at the same time exposed customers to unforeseen frauds. The customers complained that accounts had been hacked from remote Locations and also from locations distant from one another. Simultaneous hacking transactions had been reported from multiple locations also. The banks defend the same by taking a plea that the customer would have compromised with the PIN and the password of the internet banking access. However, the circumstantial evidence of misuse at a distant country pointed out otherwise as such locations had no direct relation with the customer at all. Many frauds are committed by fraudsters through identity thefts like phishing and pharming etc. The customers opine that they were innocent parties to such transactions and they had no relation I involvement with such frauds in anyway. Further, the customers had also indicated that there were no definite grievance redresal processes to address complaints of this nature. While the customers realized that investigations of such complaints might take time, they also felt that they were also not given benefit of doubt. Customers repeatedly mentioned that while technological banking aspects like net-banking was convenient to them and cost effective to the banks, there should be a total secure protection afforded to the customers against any losses suffered on account of such banking.

Customers have complained that banks restrict the amounts that can be transferred online by way of a day cap or by way of a ceiling amount per transfer. It was felt that additional factors of authentication should be taken and higher amounts should also permitted for online transfers.

Online! Mobile Payments -

Customers all over the country have expressed satisfaction at online payment facilities by the various utility holders and other service providers through the bank it was appreciated that several airlines, utility companies, etc. were providing discounts for online payments, online ticketing, etc.
Such facilities and oilers also help the banks and RBI in currency management as the movement of currency is restricted. The Committee felt that if such small discounts to favor electronic payments are given all the users of electronic bank platforms for collections, a substantial shift in favor of electronic payments as opposed to cash may happen in future and that would also result in substantial savings in cash management to such utilities and others.

Mobile banking coupled with digitization of records can revolutionize everyday life for the vast majority. Economically weaker section shall be brought into the banking system by combining No Frills Account! Micro Finance! Government subsidies and payments.

The success factors for mobile banking in Micro Finance depend upon mass customer adoption, utility of mobile service for cash-in and cash-out transactions, inter-operability of service providers like banks! Micro Finance Institutions! Mobile Network Operators and Mobile Application Providers using sophisticated technology. We need continuous updating of a defined proportionate regulation, so that the service providers are able to meet the regulatory challenges. It has the potential of replacing credit! debit card system. As mobile operators are not allowed to enter the financial services space, banks have greater autonomy in developing their own banking mobile platform to ensure banking penetration, availability of banking services and the usage of banking system.

**ATM/Debit/Credit Cards** - Customer feedback about the Cards indicated that it would be better if there was a photograph of the Card holder and the signature of the Card holder also laminated on the Card to enable easy identification at the merchant establishment. The laminated signature would be exactly the same as in the bank records. The Committee after deliberating the issue felt that if the address of the card holder is present on the laminated portion, with a proviso for including the UID number, the Card issued by the bank would become a tool for KYC compliance.
**Merchant Discount/Fee for Debit Cards** - Customer feedback indicated that merchants show a preference for cash as they do not want to part with the merchant discount to the Card service provider. Cards are accepted as a payment mechanism without issues only by reputed merchant establishments, by merchants to effect a sale which is not possible if the card is not accepted and when the customer is willing to pay the premium demanded by the merchant. In other circumstances, cash is preferred.

The percentage of interchange! merchant fee charged by the Card service providers for both debit and credit card being the same, a merchant is indifferent to a credit/debit card. Card data indicates that more than 80% of the cards are debit cards and the customers feel that debit card is akin to cash as it directly debits their accounts and does not confer any advantage by way of a credit facility. Customer feedback indicated that if the merchant service fee is made minimal for a debit card, it might encourage its acceptance by the merchant establishments and thereby encourage electronic payments. Card service providers and banks should therefore follow a differential merchant fee policy in favour of debit cards which will, over a period of time, reduce the dependence on cash for payments.

**Non-dispensation of Cash at ATM** - The customers complained that while carrying out transactions at the ATM, sometimes the account is debited, but cash was not dispensed. The Committee observed from the number of such complaints that the same had now become a recurring feature. The Committee also observed that there was no definite grievance redressal mechanism in place with the customer being out of funds for the time taken by the bank to resolve the complaint. Notwithstanding the penalty imposed by RBI on banks for delayed redressal after 12 days, customers feel that there should be a zero liability clause whereby immediately on being informed of an ATM failing to deliver cash, the funds of the customer should be immediately restored. Customers desire that a camera or some
other equipment evidencing cash should be attached and once a complaint is made, it should be possible to authorise restoration of funds online. Detailed investigation into the mailer, if required, may be done separately by the bank. It would be helpful if every ATM was provided with a unique ID so that a mere reference to the same would hasten the redressal of the customer grievance.

ATM cameras should be so placed as to take a clear picture of the person doing the ATM operations and the lighting inside the ATM booth should facilitate the same. An additional small camera should take a snapshot of the customer picking up the money from the bin so as to assist customers when cash disbursement does not take place. Whenever a complaint on ATM withdrawal is received, the bank should ensure to preserve the CCTV recordings till the grievance is fully redressed.

**Complaints on account of Cloning of Cards** - ATM and credit card customers have complained that banks were not restoring funds debited to their accounts by cloned cards from distant places. Customers insist that they have not parted with the cards and hence cannot be liable for transactions which the banks hold them responsible for. Customers demand that in a ‘card present scenario’ such distant transactions if not authorised by the customer should immediately be reversed.

**Over the Limit Charges** - Credit Card customers are charged ‘Over the limit’ charges when their limit is exceeded. This facility of ‘Over the limit’ is given to the customers with a view to ensure that a current transaction which is marginally above the limit is not declined. Also, in case of ATM cards, a simple overdraft is permitted in the savings bank account by many banks. Customers have represented that they are not aware of the extent of Over the limit or Overdraft permitted to them. It was also felt, that for a marginal excess over the limit, the charge usually was more than the actual excess. The Committee was of the view that there should be a customer choice for operation of this facility, the extent of Over the limit/Overdraft be
known in advance and the charges for the same should not exceed the actual excess.

**Personalisation of Accounts** - Corporate customers desired product customization at the customer end, in short, a dynamic personalisation of account should be possible. Customers wanted online programmes on bank sites which would enable customers to automate money transfers, maintain balance levels, get non-standard account statements and a host of such facilities which would improve their information levels and make their cash management more efficient.

**User Community** - Many customers felt that for better product design, banks need to take into consideration user perspective which is possible through user feedback. This would help in better product design, best suited to user needs. Banks should encourage formation of user communities to get feedback on the banks and also to enhance the efficiency of their products and design new products.

**Increasing Customer Access** - Customers in remote corners of the country have expressed displeasure at the low density of ATMs and their concentration only in metro and urban areas. They have desired either an exponential increase of ATMs in all the areas of the country including villages or create customer access to banking for withdrawal of cash and for transactions by a chain of human ATM network of business correspondents of banks.

**Mobile Banking** - The Committee felt that there would be convergence onto the mobile platform of a lot of applications of the banking industry. Mobile banking is expected to take off in a big way giving rise to possibility of customer grievances in the area. As mobile banking would span both banking and telecom sectors, the Committee felt that mobile is just a medium of putting through the banking transactions and hence all grievances of mobile banking should be addressed only by the banks without referring the customer to the telecom service providers. The
agreements of the banks with the telecom service providers should incorporate suitable provisions to address mobile banking grievances. Customers across the country showed a preference to ATM / withdrawal using applications involving mobile phones. Such mobile applications are there in a very limited or in experimental stage. The Committee is of the view that this is more secure mode compared to withdrawal through bearer cheque as in this case both the parties viz, the account holder and the mobile owner are already subjected to full KYC and complete audit trail is available at both the ends. Hence, such transactions could be encouraged both at ATM as well as PoS up to the ceiling for withdrawal applicable for ATM and PoS respectively. There should not be any additional registration of the mobile beneficiary with the bank, as no such condition is there for withdrawal by bearer cheques. While identification of a bearer cheque may be taken in practice, no registration or KYC is done. Such a burden is not there for ATM or PoS withdrawal. Further, in the case of customers using mobile platforms, mobile number serves as identification.

**Business Process Re-engineering** - Customers have brought to the notice of the Committee several issues causing hardship in day-to-day operations on account of incomplete BPR while going in for CBS. The issue of HUFJPPF accounts has been discussed earlier. There were several such issues which were to be addressed when banks were to be computerised. Some of them are:

- Automatic updating of age records and then conferring senior citizen benefits wherever applicable once a customer becomes a senior citizen.
- Minor customer turning a major.
- Cheques not being collected and honoured for the second account holder.
- System not allowing the survivor to continue an either or survivor joint account after demise of one of the account holders.
• System not allowing conversion of a single account to a joint account.
• Specialised Government Scheme accounts like PPF, Senior Citizen Special Deposit Schemes, etc. not being updated in the system resulting in deposits being collected after expiry of schemes.
• Tax deducted at source not being communicated to the IT department for appropriate credit to the assesses accounts.
• Tax deducted at source even after collection of Form 15 G/H etc.
• Registering and issuance of acknowledgements to the account holders in respect of nominees.
• Diarisation for receipt and reminder for Life Certificate for pensioners.

Compensation - In the deliberations of the Committee relating to technology banking, the issues of customer liability in a similar transaction in a manual scenario was also considered. For example, cheques lost by customers but passed by a bank on account of frauds, do not deprive the customer of his rights, even in cases where he fails to confirm the bank of lost cheques. A customer must, therefore, carry out a transaction for it to be a valid and authorised one. Frauds involving cloned card, unauthorised online transactions, ATM transactions not done by the customer etc. cannot be valid transactions as they are not authorised by the customers. Instead of the bank pulling the onus on the customer to prove that he has not done the transaction or caused it to happen, the onus should be on the bank to prove that the customer has done the transaction. Negligence, if any, on the part of the customer does not deprive him of customer / consumer rights.


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