

- As a part of the Transformation process, special five day intense brain storming Conclaves were held for the newly promoted Deputy General Managers of the Bank.
- Internal communication in the Bank was enhanced by sharing Corporate Video Clips with all Circles and sharing of best practices among all Circles. With a view to change work culture, placard campaigns and video campaigns through strategically placed plasma TVs were run.
- An ambitious new 'Parivartan' programme titled "Citizen SBI", envisaging deep rooted, multilevel attitudinal change and transformation in the Organization, consisting of waves of HR interventions to be rolled out over the next two years was also initiated during the year.

#### P. ORGANISATIONAL PLANNING

**Organisational Changes:** The under noted important organisational changes were made during the year:-

- Upgradation of the post of DMD & GE (A&S) to MD & GE (Associates and Subsidiaries).
- During the year, with a view to bringing about greater speed and efficiency and improving customer service, the organisational structure has been delayed by dismantling of Modules. A few posts in keeping with new structure have been created.

#### Q. RIGHT TO INFORMATION ACT 2005 (RTI ACT 2005)

Suitable structure has been put in place at Branches/Administrative Offices/Regional Business Offices/Local Head Offices for handling requests and appeals under RTI Act 2005. Further, an exclusive 'RTI Department' has been created in Corporate Centre to handle and co-ordinate various issues under the Act. For convenience of the public, the Bank has also created an RTI link in its website.

#### R. HUMAN RESOURCES

##### Learning & Development

- Several key initiatives have been taken by the Bank to enthuse and motivate the employees to perform better so as to achieve the Bank's growth plans.
- A 'Leadership pipeline' initiative has been taken on hand with the objective of grooming the officials from the level of Scale-IV upto GM for future leadership positions. Services of reputed institutions like ISB/Duke University/IIMs have been engaged for the purpose.
- As the accreditation process is mandatory for the recovery agents, the Bank has gone in for accreditation of one of the training institutions for training of debt recovery agents to facilitate the future appointments of recovery agents.

##### Personnel Management

- The Performance Linked Incentive Scheme of the Bank has been broad-based with an aim to foster team spirit amongst the employees and to motivate them to excel in customer service. This also helped the Bank in exploiting the new emerging business opportunities to achieve the Bank's growth plans.
- The Bank has gone for contract employment, on cost to company basis, of specialists like Chartered Accountants, Law Officers, Statisticians, Economists, Customer Relation Executives, Credit Analysts etc. to take care of Bank's growing needs to face competition.
- The Bank revised the Family Pension Scheme for the family pensioners of the Bank retrospectively from the 1st May 2005.
- The pension fund has been separated from the Banks' liability after obtaining necessary approval from the Board of Trustees. The fund will be managed by the Treasury Dept. of SBI for better returns.

##### HRMS Project

- For leveraging Technology in employee management area, the Bank has implemented automation of its HR process through SAP-ERP-HRMS software. A centralized database of all employees across SBI is now available.
- Salary processing for 2.05 lakh employees across SBI and pension processing of approximately 1 lakh SBI/IBI pensioners have been centralized.



- उपर्युक्त के अतिरिक्त, एचआरएमएस बैंक के सभी कर्मचारियों को साथ-साथ आन लाइन आवेदन प्रस्तुतीकरण और आंकड़ों के अवलोकन आदि जैसी अनेक प्रकार की सेवाएं उपलब्ध कराता है। इससे एचआर परिचालनों की लागत में कमी आएगी और प्रबंधन को कर्मचारियों के संबंध में शीघ्रता से निर्णय लेने में मदद मिलेगी।

### भर्ती

- वर्ष के दौरान 30231 लिपिकीय कर्मचारियों और 3472 अधिकारियों की भर्ती की एक व्यापक प्रक्रिया शुरू की गई, जिनमें से 25735 लिपिकीय कर्मचारी और 3286 अधिकारी कार्यभार ग्रहण कर चुके हैं।
- इस भर्ती अभियान से, जो बैंकिंग क्षेत्र में शुरू की गई सबसे बड़ी प्रक्रिया है, बैंक के शाखा विस्तार अभियान के अनुरूप स्टाफ संख्या में वृद्धि हो पाई। इससे कम आयु वर्ग वाले स्टाफ की संख्या बढ़ाने में मदद मिलेगी और बैंक को अपनी विकास योजनाओं के लक्ष्यों की प्राप्ति करने के लिए शाखा के बाहर भी और मार्केटिंग के लिए भी और अधिक प्रयास करने के अवसर उपलब्ध होंगे।

### औद्योगिक संबंध

- स्टाफ और अधिकारी संघ दोनों के सदस्यों के साथ वर्ष के दौरान संबंधों में उत्कृष्टता प्राप्त की गई। निरंतर सहयोग एवं स्वस्थ चर्चा/ विचार-विमर्श के माध्यम से औद्योगिक संबंधों से जुड़े विभिन्न विषयों को हल किया गया।
- वर्ष के दौरान विभिन्न स्टाफ ऋण योजनाओं के अंतर्गत ऋण सीमाओं में वृद्धि की गई और इसके अलावा अन्य कई प्रयास किए गए, जिनसे कर्मचारियों को बेहतर सुविधाएं/प्रोत्साहन उपलब्ध कराने के साथ-साथ बैंक में बेहतर औद्योगिक संबंधों वाला परिवेश बनाने में मदद मिली।

### स्टाफ संख्या

31 मार्च 2009 को बैंक में स्टाफ की संख्या 205896 थी। इनमें 31.42 प्रतिशत अधिकारी, 47.10 प्रतिशत लिपिक और शेष 21.48 प्रतिशत अधीनस्थ कर्मचारी थे।

### अशक्त व्यक्ति अधिनियम (पीडब्ल्यूडी) अधिनियम, 1995 का कार्यान्वयन

बैंक अशक्त व्यक्तियों के लिए भारत सरकार के दिशा-निर्देशों तथा अशक्त व्यक्ति अधिनियम 1995 की धारा 33 के तहत

अशक्तों को आरक्षण उपलब्ध कराता है। 31.03.2009 को नियोजित अशक्त व्यक्तियों की कुल संख्या 1767 थी (ब्योरा नीचे दिया गया है)।

तालिका : 12

श्रेणी	कुल	अशक्त व्यक्तियों की संख्या
अधिकारी	64685	351
लिपिक	96974	1168
अधीनस्थ	44237	248
योग	205896	1767

### अनुसूचित जातियों और अनुसूचित जनजातियों का प्रतिनिधित्व

- 31 मार्च 2009 को बैंक की कुल स्टाफ संख्या में अनुसूचित जाति के स्टाफ की संख्या 19.20 प्रतिशत और अनुसूचित जनजाति के स्टाफ की संख्या 6.52 प्रतिशत थी।
- आरक्षण नीति से संबंधित विषयों पर चर्चा करने के लिए और अनु. जाति एवं अनु. जनजाति कर्मचारियों की शिकायतों का कारगर ढंग से निवारण करने के लिए, सभी स्थानीय प्रधान कार्यालयों और कारपोरेट केन्द्र में भी संपर्क अधिकारी नामित किए गए हैं।
- बैंक के वरिष्ठ अधिकारी कारपोरेट केन्द्र स्तर पर भारतीय स्टेट बैंक के अनु. जाति एवं अनु. जनजाति कर्मचारियों के राष्ट्रीय संघ के साथ और स्थानीय प्रधान कार्यालय एवं प्रशासनिक कार्यालय स्तरों पर, जहां आरक्षण नीति के कार्यान्वयन से संबंधित मुद्दों एवं अन्य बिन्दुओं पर चर्चा की जाती है, मण्डल के अनु. जाति एवं अनु. जनजाति कल्याण संघों के साथ समय समय पर नियमित रूप से बैठकें आयोजित करते हैं। इससे मोटे तौर पर इन समुदायों की शिकायतों का निवारण सुनिश्चित किया गया।
- आरक्षण नीति और संबंधित क्षेत्रों के बारे में अद्यतन जानकारी / नवीनतम निदेशों से अवगत कराने के लिए बैंक अनु. जातियों एवं अनु. जनजातियों के लिए संपर्क अधिकारियों, स्थानीय प्रधान कार्यालयों के अनु. जाति एवं अनु. जनजाति कक्षों के प्रभारियों और अनु. जाति एवं अनु. जनजाति कल्याण संघों के प्रतिनिधियों हेतु कार्यशालाएं आयोजित करता रहा है।
- अनु. जाति एवं अनु. जनजाति के अभ्यर्थियों के लिए भर्ती एवं पदोन्नति पूर्व प्रशिक्षण कार्यक्रम आयोजित किए जा रहे हैं जिससे वे निर्धारित मानदण्ड प्राप्त कर सकें और अन्य अभ्यर्थियों के साथ प्रभावी रूप से मुकाबला कर सकें।



- Besides the above, HRMS will make available a variety of services like online request submission and viewing of data etc. to all the employees of the Bank on an online 'real time' basis. This will increase efficiency in HR operations and help the management in making employee related decisions faster.

#### Recruitment

- Massive recruitment exercises were undertaken during the year by recruiting 30231 clerical staff and 3472 Officers, out of which 25735 clerical staff and 3286 Officers had already joined.
- This recruitment drive, which is the largest recruitment exercise undertaken in the banking sector, was made to augment the staff strength in tandem with the Bank's branch expansion drive. This will not only help in reducing the age profile of staff but will also provide an opportunity for greater mobility and marketing thrust across the Bank to achieve its growth plans.

#### Industrial Relations

- Excellence in relationship with the members of both the Staff and Officers Federations was achieved by sorting out various industrial relations issues through their consistent support and healthy dialogue/discussions during the year.
- Enhancement in limits under various staff loan schemes and other initiatives have been taken up during the year, which, besides providing better facilities / incentives to the employees, helped in creating better industrial relations environment in the Bank.

#### Staff Strength

The Bank had a total strength of 205896 as on the 31st March 2009. Of this, 31.42% were officers; 47.10% were clerks and the remaining 21.48% were sub-ordinate staff.

#### Implementation of Persons With Disabilities (PWD) Act, 1995

Our Bank provides reservation to Persons with Disabilities (PWDs) as per the guidelines of the

Government of India and Section 33 of the PWD Act, 1995. The total number of Persons with Disabilities, employed as on 31.03.2009, were 1767 (details given as under).

**Table : 12**

Category	Total	No. of Persons with Disabilities
Officers	64685	351
Clerical	96974	1168
Sub-staff	44237	248
TOTAL	205896	1767

#### Representation of Scheduled Castes and Scheduled Tribes

- As on 31st March 2009, 19.20% of the Bank's total staff strength belonged to Scheduled Castes and 6.52% belonged to Scheduled Tribes.
- In order to discuss issues relating to Reservation Policy and effectively redress the grievances of SC/ST employees, Liaison Officers have been designated at all the Local Head Offices of the Bank as also at the Corporate Centre in Mumbai.
- Senior officials of the Bank hold regular meetings at periodic intervals with the representatives of the National Federation of State Bank of India SC/ST Employees at Corporate Centre level as also with the representatives of Circle SC/ST Welfare Associations at the Local Head Office and Administrative Office levels where issues pertaining to implementation of Reservation Policy and other points are discussed. This has ensured redressal of grievances of these communities to a large extent.
- The Bank has been conducting workshops for SCs/STs/OBCs to impart up-to-date knowledge/latest operatives about the Reservation Policy and related areas to the Liaison officers for SCs/STs, in-charge of SC/ST cells at LHOs, and the representatives of SC/ST Welfare Associations.
- Pre-recruitment and pre-promotion training programmes are being conducted to enable SC/ST candidates to achieve the prescribed standards to effectively compete with other candidates.