

**REPORT OF THE  
WORKING GROUP ON  
HUMAN RESOURCE POLICY  
FOR SHORT- TERM  
COOPERATIVE CREDIT  
STRUCTURE**



**(INSTITUTIONAL DEVELOPMENT DEPARTMENT)  
NATIONAL BANK FOR AGRICULTURE AND  
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# CHAPTER - 1

## Introduction

**1.1** The rural cooperative credit structure in India has grown in more than 100 years of its existence, to occupy a significant place in the rural economy. Broadly divided into two groups, viz., Short Term Cooperative Credit Structure (STCCS) and Long Term Cooperative credit Structure (LTCCS), the former comprises State Cooperative Bank (SCB) at the State level, Central Cooperative Bank (CCB) at intermediate level, and Primary Agriculture Cooperative Societies (PACS) at the village level as their affiliates while LTCCS comprises State Cooperative Agriculture and Rural development Bank (SCARDB) and affiliated Primary Cooperative Agriculture and Rural Development Banks (PCARDB) catering to the investment credit needs.\*

The STCCS, through its 31 SCBs with 946 branches, 370 CCBs with 13,133 branches, and nearly one lakh PACS cater mainly to the production and marketing credit needs, and to a lesser extent also to the long term credit needs of the rural people. The total deposits of SCBs and CCBs as on 31 March 2008 were Rs.1,65,296 crore as against the total deposits of Rs.34,93,208 crore of the Public Sector Commercial banks, RRBs and rural cooperative banks. The SCBs and CCBs had loans outstanding Rs.1,51,348 crore, as against the total loans outstanding of Rs.26,87,417 crore of Public Sector Commercial banks, RRBs and rural cooperative banks.

**1.2** Over the years, several Committees have examined the issues relating to the need for strengthening the cooperative credit structure, role of the State, etc. Of these, special mention needs to be made of the Committees

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\* The PACS in the STCCS and the ARDBs in the LTCCS are not banks in the strict sense and are not covered under the Banking Regulation Act 1949 (AACS)\*

headed by Chaudhry Brahm Perkash, Shri Jagdish Capoor, Prof. V.S. Vyas and Prof. A. Vaidyanathan during the last two decades, to suggest reforms in the cooperative credit sector. The Brahm Perkash Committee emphasised the need to make the cooperatives self-reliant, autonomous and fully democratic institutions and proposed a Model Law. Subsequent Committees endorsed this recommendation and strongly supported replacing the existing laws with the proposed Model Law.

**1.2.1**        *The Task Force to Study the Cooperative Credit System and suggest Measures for its Strengthening [Chairman : Shri Jagdish Capoor (1999)]*, had in its report observed that Human Resources Development is an important component for the success of any organization. It has, however, not been accorded the importance it deserves in the cooperative institutions. The cooperative banks are generally headed by a committee of elected members, who are not necessarily professionals in the field of banking and finance. According to the Task Force, the cooperative banks have to evolve sound personnel policies encompassing proper manpower planning and assessment. It is also necessary to evolve scientific staffing norms. Further, there should be a conscious policy for developing the second line of management in all key functional areas of the bank. Conscious and well specified HRD principles in crucial areas like recruitment, placement, training, career progression, managerial grooming, etc., are lacking in most of the cooperative banks. While many SCBs have a semblance of systematic approach, the same cannot be said of the CCBs, which are the intermediate level cooperative banking institutions at the district level. Most of the recruitments are done on adhoc basis, instead of on any objective and systematic manpower assessment. There is no evidence of an objective system involving professional guidance for recruitment in cooperative banks in several States. The absence of proper manpower planning and assessment and above board selection methodology, more often than not, resulted in inappropriate staff profile and strength. While managerial position remains neglected, overstaffing is a prominent phenomenon in the lower grades of staff. This is often the result of the management

succumbing to external interference and pressures. All these inevitably contribute to inefficiency and low productivity. The Task Force suggests that the banks should have an objective and transparent policy for recruitment of staff. For this purpose, cooperative banks may consider utilising the services of the Regional Banking Services Recruitment Boards and similar organisations.

**1.2.2**        *The Expert Committee on Rural Credit under the Chairmanship of Prof. V.S. Vyas (2000)* made the following recommendations on Human Resource Development:

*Personnel : Areas of Concern :* Many rural financial institutions suffer from poorly motivated and inadequately trained staff. Staff strength is sometimes too high (mainly in co-operatives) and sometimes too small, and seldom matches the expected workload. Selection of leaders (co-operative CEOs, lead bank managers or RRB Chairmen), motivating and training of personnel, incentives, and provision of modern tools and facilities are the areas in need of greater attention to help improve their functioning and effectiveness.

*Staffing Pattern:* In co-operatives, these should be based on human resources requirement studies to be conducted in all States by reputed professionals. Excess staff may be considered for training and redeployment in other functions with shortages, failing which, they should be offered voluntary retirement and/or retrenchment.

*Leadership:* Co-operative CEOs should be professionals (and not on deputation from Government, etc.) adequately empowered and ex-officio board members. Boards and chairmen of co-operative banks should divest themselves of day-to-day management tasks which should be handled by CEOs.

*Motivation and Training:* The task of sensitizing members and managing committees of PACS as also training their employees should be taken over by CCBs. BIRD and RTCs of NABARD have to play a more active role in sensitising non-officials of the co-operative banks to improve organisational ethos. National Council for Cooperative Training (NCCT) colleges should be revamped for comprehensive training of cooperative staff. They should induct commercial bankers among their faculty. NABARD training establishments should work closely with those of SCBs to enhance their effectiveness. Their training systems should be professionally evaluated every five years as a prerequisite for NABARD's financial support to them.

**1.2.3**        *“The Task Force on revival of rural cooperative credit institutions” (2005) under the chairmanship of Prof. A. Vaidyanathan, recommended that the cadre system of employees at all levels be abolished. Further, it has to be ensured that professional CEOs and all the staff of PACS, CCBs and SCBs are appointed by the cooperatives themselves and that they also decide on their service conditions. All the employees need to be answerable only to the respective Boards of these cooperatives.*

**1.2.4**        The Task Force also had directed that expenditure norms should be developed for ensuring the viability of the STCCS. Since staff cost accounted for substantial portion of administrative expenditure, norms in this regard can be developed only after an assessment of the staff requirement and staffing pattern.

**1.2.5**        Against this background, a need was felt for focusing exclusively on Human Resource Development issues of the SCBs and CCBs. In most cases, the HR policy for staffing pattern, recruitment, posting and compensation to staff of these banks is governed by the policies laid down by the RCS of the concerned States. Cooperation being a State subject, there are wide variations in the policies followed in various States. Post implementation of GoI revival package for STCCS, the cooperatives are likely to face severe challenges as far as HR Management is concerned. The package has provided autonomy to STCCS not only in financial matters but

also in administrative matters including the areas of personnel policy, staff recruitment, manpower management, etc. This autonomy entails great responsibility to use it with the right perspective, enabling the cooperative credit structure to operate efficiently and effectively in the highly competitive environment. There is thus an urgent need for addressing the HR issues i.e. assessing the present staffing pattern, process of recruitment, promotion, transfer, training and assessment of staff strength, taking into account the size of business, increasing business opportunities, technological advances, and scope for outsourcing of some functions.

### **1.3 Constitution of the Working Group**

**1.3.1** In the above context, NABARD was required to examine the manpower norms in the rural cooperative banks afresh. An indicative method of manpower assessment and planning was required to be suggested keeping in view the objectives, growth potential, changes that have been effected already and likely changes in future, such as the need for financial inclusion, use of information technology, etc. Accordingly, and in pursuance of the recommendations of the Task Force on Revival of Rural Cooperative Credit Institutions, a Working Group was constituted by NABARD to formulate and suggest comprehensive human resource guidelines for the SCBs, CCBs and SCARDBs & PCARDBs, with the following composition:

1	Shri S.K. Mitra, Executive Director, NABARD	Chairman
2	Dr. Prakash Bakshi, Executive Director, NABARD	Member
3	Shri D.M. Mohol, Managing Director, Maharashtra SCB, Mumbai	Member
4	Shri L.M. Chaubey, Managing Director, Uttar Pradesh SCB, Lucknow	Member
5	Shri T. Thankappan, IAS, Managing Director, Kerala SCARDB	Member
6	Shri K. Nagarajan, Managing Director, Valsad CCB, Gujarat	Member
7	Shri P.K. Nayak, Secretary, Khurda CCB, Orissa	Member
8	Shri Tarun Lakhanpal, Chief Executive Officer, Ambala DPCARDB	Member
9	Shri B. Subrahmanyam, Managing Director, NAFSCOB, Navi Mumbai.	Permanent Invitee
10	Shri G.S. Menon, CGM, IDD, NABARD	Member Secretary



**1.3.2** However, it was decided subsequently that pending approval and issue of guidelines by Government of India on the reform package for LTCCS, based on the Vaidyanathan Task Force (Report II) Recommendations, the Group might focus only on the HR Policy for the SCBs and CCBs. Accordingly, the members nominated to represent the LTCCS ceased to associate with the Working Group.

**1.3.3** The Working Group was assigned the following Terms of Reference:

- i) To study the existing Government Orders and norms on recruitment and promotion in rural cooperative banks and suggest a rationalised policy.
- ii) To study staff strength, vis-à-vis volume of business, profitability, operating expenses, income, expenditure, etc. to assess the workload and delegation of powers in Head Office and at the branches.
- iii) To study existing level of automation & computerization, likely developments in this connection as well as scope for computerization in the cooperative banks and its impact on manpower requirements.
- iv) To work out staff requirement at various levels based on work load and expected output.
- v) To suggest measures to rationalize work flow and reduce work load.
- vi) To study options for outsourcing and identify activities which can be considered for outsourcing.
- vii) To study training related aspects in cooperative banks and to suggest suitable measures to improve capacity building of staff.
- viii) To suggest norms and mechanism for recruitment of staff.

#### **1.4 Approach and Methodology**

The Group has based its findings on data obtained from the SCBs and CCBs and NAFSCOB. For this purpose, suitable questionnaires and formats for collection of data were designed and circulated among the respondents.

Information was called for from 120 CCBs and 31 SCBs, but was received from only 48 CCBs and 15 SCBs (*Annexure-1.1*). Thus, the analysis and working of the Working Group was constrained by non-availability of data from all the units of the selected sample of SCBs and CCBs. The Working Group held extensive discussions with CEOs of Orissa State Cooperative Bank, Tamil Nadu Cooperative Apex Bank, CCBs of Satara, Pune and Khurda and with selected DDMs of NABARD. Presentations based on field studies were also made by HO officials in respect of CCBs of Dakshina Kannada district (Karnataka), Idukki and Kottayam (Kerala) and Ludhiana (Punjab). Further, Assam SCB and 23 CCBs in different States (*Annexure-1.2*) were visited by officers of NABARD to verify the data and also for extensive discussions of relevant aspects. In all, 6 meetings of the Working Group were convened, details of which are given in *Annexure-1.3*. In addition, in a special meeting, held at Kolkata of the CEOs of SCBs in the North Eastern Region interacted with Shri.S.K.Mitra, Chairman, Dr.Prakash Bakshi, Member and Shri.G.S.Menon, Member secretary of the Working Group.

## **Acknowledgements**

**1.5** The Working Group thanks the SCBs and CCBs which responded to the request and provided useful data for analysis and extended the necessary cooperation during the field visits. The logistic support provided by Orissa, West Bengal, Maharashtra, Tamil Nadu and Karnataka Regional Offices of NABARD during the conduct of the meetings and field visits is greatly appreciated. The Group would like to place on record its appreciation of the contribution made by Shri R.K. Prabhu, DGM and Ms. Sandhya Venugopal, Manager of Institutional Development Department of NABARD in collection and collation of data, facilitating the meetings and assisting in drafting the Report. The assistance rendered in its functioning by S/Shri A.P.Deo, General Manager, J.R. Patel Asst. General Manager, P.V.R.Rao, Manager, Reddy Chakrapani, Smt. Geeta Yadav and Smt.Neha Oak, Development Assistants of IDD, HO, NABARD also deserves special mention.

*Sd/-*

**S.K. Mitra**  
Chairman

*Sd/-*

**Dr. Prakash Bakshi**  
Member

*Sd/-*

**D.M. Mohol**  
Member

*Sd/-*

**L.M. Chaubey**  
Member

*Sd/-*

**K. Nagarajan**  
Member

*Sd/-*

**B. Subrahmanyam**  
Permanent Invitee

*Sd/-*

**P.K. Nayak**  
Member

*Sd/-*

**G.S. Menon**  
Member Secretary

Date : 23 September 2009  
Bengaluru, Karnataka

## **CHAPTER - 2**

### **Manpower in Rural Cooperative Banks – Current Status**

#### **2.1.1 Staff position in short term cooperative credit structure**

As on 31 March 2008, the banks in short-term cooperative credit structure comprised 16 SCBs and 365 CCBs in the three tier structure, 2 SCBs and 5 CCBs in the mixed structure and 13 SCBs in the two tier structure. The total number of staff employed was 14,350 in the SCBs and 89,174 in the CCBs. (*Annexure-2.1*).

**2.1.2** There are wide variations in the size of the SCBs and CCBs, number of branches and staff employed.

- In the 3 tier structure, in terms of staff employed, Uttarakhand SCB was the smallest with 27 staff and 2 branches while Maharashtra was the biggest with 2,194 staff and 53 branches.
- In the mixed structure with only two banks, Jammu and Kashmir had 18 branches and 175 staff and Himachal Pradesh 1,335 staff and 160 branches.
- In the two tier structure, Sikkim was the smallest with 31 staff and 6 branches Assam the biggest with 734 staff and 68 branches.
- Among CCBs under the 3 tier structure, Jharkhand had a total of 566 staff and 114 branches and Maharashtra 26,648 staff and 3,656 branches. In the mixed structure, Jammu & Kashmir and Himachal Pradesh had almost equal size of staff in the CCBs at 998 and 1,249 respectively though the number of branches varied significantly at 131 and 359.

**2.1.3** The recruitment and promotion of staff of all categories in SCBs and CCBs, their pay structure, qualifications for appointment, promotion, transfer, etc., are governed by the respective Staff/Service Rules. The Service Rules also provide for employee benefits like bonus, pension, gratuity, different types of leave, staff advances, performance review of

employees, compassionate appointment, etc., though the norms vary from State to State. Direct Recruitment is generally limited to the subordinate staff, clerical staff, and entry level of officers. The class IV (Subordinate) staff is recruited in almost all states through the Employment Exchange. While recruitment of other staff is done in some banks by the Appointment Committee nominated by the Board of Directors, a few other banks have entrusted the job or availed the services of other agencies like the State Public Service Commission (Kerala), Institutional Cooperative Services Board (Uttar Pradesh), Institute of Banking Personnel Selection (IBPS) (Satara CCB, Maharashtra) and Co-operative Service Commission (West Bengal), etc.

**2.1.4** Some of the rural cooperative banks in the State viz. Bihar, Jharkhand and Madhya Pradesh are heavily understaffed with most of branches (CCBs) manned only by clerical or sub staff.

**2.1.5** Traditionally, the staff strength, pay and allowances, etc. have been determined by the Board of Directors with prior approval of Registrar of Cooperative Societies. However, due to various reasons no recruitment was done in SCBs, CCBs and the banks were constrained to resort to temporary or adhoc appointments. With the adoption of the recommendations of the Vaidyanathan Task Force, the role of the State Government and RCS has been considerably reduced and the primacy of the Board of Directors restored. So far 25 states have accepted the Task Force recommendations and 13 have already amended their Cooperative Societies Acts.

#### **2.1.6 Staffing Pattern in State Cooperative Banks**

On perusal of the recruitment rules prevailing in various Cooperative Banks, it is observed that there is no uniformity in the categorization, grouping and grades of staff. For example in Kerala SCB, there are as many as 30 categories of staff i.e. officers (11 grades), technical staff (5 grades), clerical or assistants (7 grades) and sub-staff (7 grades). In Arunachal Pradesh, there are four categories, i.e. Officers (5 Grades), Supervisory staff (3 Grades), Clerical Staff, and subordinate staff (3 Grades) with separate

functional designations. In Haryana State Cooperative Bank 34 categories comprising officers (12 grades), supervisory (8 grades), clerical staff (6 grades) and sub-staff (8 grades) are prescribed whereas in Rajasthan SCB there are 12, of which 4, i.e. Financial Analyst, Stenographer, Class IV and Driver are on contract basis. In Punjab SCB, 6 Grades of Officers' posts, from Additional MD down to Manager, are cadre posts and are followed by six levels of non-cadre posts.

#### **2.1.7 Staffing pattern in Central Cooperative Banks**

The study of staffing pattern in CCBs reveals that while in Orissa, CCB staff are classified into 8 grades from the Secretary (special grade) to peon, etc., in Rajasthan there are 14 grades, of which 3 viz. Stenographers, Drivers and Class IV are appointed on contract basis. In Tamil Nadu, CCB (Coimbatore) staff are classified into 12 categories comprising officers (7 grades), clerical and assistants (4 grades) and sub-staff (1 grade). In Karnataka, CCB (Bidar) are having 14 categories viz. officers (10 grades), Clerical staff (3 grades) and sub-staff (1 grade), in CCB (Dakshin Kannada) there are 19 categories comprising officers (9 grades), clerical staff and assistants (6 grades) and sub-staff (4 grades).

**2.1.8** In most of the banks, technical posts such as Law Officers, Engineers, etc., are reserved for direct recruitment at entry level. The posts of officers and clerks are filled by promotion as well as direct recruitment in specified ratios. Further, lateral entry is permitted at certain higher levels of officers, upto stipulated percentage. For officers, graduation is the minimum essential educational qualification and some banks insist on post graduation. In the case of clerks or cashiers too graduation is the general norm, with special training in Cooperation, such as Junior or Higher Diploma in Cooperation (JDC/HDC) is accepted in a few banks. There are also banks which even now insist a Diploma in Computer as an essential qualification. In promotion, professional qualifications like JAIIB/CAIIB are given weightage.

### **2.1.9 Conclusion**

Based on the review of the existing staffing pattern the Working Group feels that it would be neither feasible nor desirable, to prescribe standard norms uniformly applicable to all the SCBs and CCBs across the country. It would, however, be desirable to suggest certain indicative parameters as general guidelines, for consideration for adoption and implementation by the SCBs and CCBs. While the Board of Directors of SCBs may take the decision in this regard, in the case of CCBs it would be desirable to do this in consultation with the respective SCBs, depending on their specific requirements and situations, in order to ensure uniformity within the State.

## CHAPTER - 3

### **Categorisation of banks, Categorisation of branches and Manpower Assessment**

#### **3.1 Categorisation of SCBs and CCBs**

**3.1.1** The Group reviewed data for all the 31 SCBs and 370 CCBs based on their business (deposits + loans outstanding) and their branch network as on 31 March 2008 {Annexure-3.1(a) and (b)}. It was observed that their business volumes varied significantly from a low of only Rs. 87 crore in Sikkim SCB to a high of Rs. 25,840 crore in Maharashtra SCB, while it varied from a low of Rs. 31 crore in Dumka CCB (Jharkhand) to Rs. 5,834 crore in Pune CCB (Maharashtra).

**3.1.2** Among other things, business level of any SCB or CCB depends on the number of its constituent bodies (CCBs and PACS respectively, in the present case) as well as the number of non-institutional or retail clients served by the bank<sup>1</sup>. In general, branch network of that bank is expected to have a positive correlation with both. So far as institutional deposits of SCBs are concerned, most of them are mainly a walk-in business for the SCBs as the CCBs are required to keep their SLR deposits with SCBs. Such institutional deposits, from CCBs and other cooperatives, are more often maintained in the HO or the main branch of the SCB and the volume of such business showed a correlation coefficient of only 0.08 with branch network. The volume of individual or retail deposits of SCBs however showed a correlation coefficient of 0.90 with the SCB branch network. In other words, while a wide branch network is not required for the SCB to obtain and maintain institutional deposits, it needs to be expanded if the SCB wishes to increase its retail deposit base. The primary credit function of any SCB is to provide financial accommodation to its constituent members, CCBs and other affiliated cooperatives, although most SCBs also provide retail loans. The correlation coefficient between total business of SCBs and

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<sup>1</sup> Gujarat SCB is the only rural cooperative bank which serves only its constituent members (CCBs and other cooperatives) and does not serve retail clients. Due to this reason, it is also the only SCB which does not have any branches.



their branch network was a low 0.16, which indicates that the branch network of most SCBs was not involved in credit functions as most of the credit business was conducted with its constituent members through the SCB's HO or main branch {Annexure-3.2(a)}.

**3.1.3** A slightly different trend was however observed in the case of the 33 CCBs from whom the relevant data were collected. {Annexure-3.2(b)}. So far as deposits are concerned, a correlation coefficient of 0.92 was observed between volume of individual deposits and CCB branch network and 0.88 between number of retail deposit accounts and the branch network, clearly indicating that the CCBs need to widen their branch network to mobilise more and more retail deposits. At the same time, however, the correlation coefficient between the number of institutional deposit accounts and branch network was a low of 0.15 while that between volume of institutional deposits and branch network was 0.77. This indicates that although most of the institutional deposit accounts may be concentrated in the CCB HO branch, deposits from PACS are well distributed over the connecting branches. As in the case of SCBs, the institutional deposits of CCBs are also mainly walk in business as most PACS are required to keep their accounts with the concerned CCB branches.

**3.1.4** In the case of SCBs, institutional deposits of about Rs.45,000 crore were almost four times that of retail deposits at the aggregate level. This was, however, not so in the case of most SCBs in the NER as well as SCBs of Delhi, Chandigarh, Andaman & Nicobar and Pondicherry. These SCBs practically function like urban cooperative banks, primarily meeting the banking requirements of the urban population, with little business with constituents as these are not agriculturally predominant States where agricultural credit is important, the primary function for which the structure was established. Notwithstanding this fact, even for the SCBs in which institutional deposits predominate, it is important for them to mobilize deposits in the non-rural areas and transfer them to the rural areas through credit limits to the constituents. As far as credit business of SCBs is concerned, once again, credit to constituent CCBs and other cooperatives

predominate, although they do provide retail loans also. Given these observations, it would be prudent to classify SCBs in various size categories on the basis of their total business, i.e., total deposits (institutional and retail) plus total loans outstanding (institutional and retail). However, due to the reason that institutional business is not significant in the NER SCBs as also the fact that their members are not CCBs but other primary cooperatives, recommendations for NER SCBs are presented separately in Chapter 7. SCBs like Delhi, Chandigarh, Pondicherry, Andaman & Nicobar may also follow the same, based on their size and category.

**3.1.5** On further analysis of the aggregate business data for the SCBs, the Group decided to categorise them in the following four categories:

**Table No. 3.1(a)**  
**Recommended Categorisation of SCBs**

<b>Category of SCB</b>	<b>Total business (deposits + loans outstanding)</b>	<b>No. of SCBs excluding NER (as on March 2008)</b>
<b>A</b>	Above Rs. 10,000 crore	1
<b>B</b>	Above Rs. 5,000 crore and upto Rs. 10,000 crore	6
<b>C</b>	Above Rs. 2,000 crore and upto Rs. 5,000 crore	7
<b>D</b>	Up to Rs. 2000 crore	9

**3.1.6** The operations of CCBs are however more branch oriented in the sense that for both institutional & retail deposits and loans, most of the accounts are maintained at the branches, while the CCB HO is engaged in fund management and other supporting activities even for the constituent member primary cooperatives. As mentioned earlier, the institutional deposits of CCBs are practically walk in business. The Group, therefore, felt that it would be pragmatic to categorise the CCBs on the basis of their retail deposits plus total loans outstanding (including both institutional as well as retail loans). On further analysis of data on these parameters, the group decided to categorise the CCBs in the following four categories :

**Table No. 3.1(b)**  
**Recommended Categorisation of CCBs**

<b>Category of CCB</b>	<b>Retail or non-institutional deposits + total loans outstanding</b>	<b>No. of CCBs (as on March 2008)</b>
<b>A</b>	Above Rs. 1,000 crore	30
<b>B</b>	Above Rs. 500 crore and upto Rs. 1,000 crore	69
<b>C</b>	Above Rs. 200 crore and upto Rs. 500 crore	148
<b>D</b>	Up to Rs. 200 crore	123

### **3.2 Categorization of branches**

**3.2.1 SCBs :** The Working Group analysed the branch-wise data received from SCBs in respect of business, no. of accounts, affiliated societies and existing staffing pattern. It was observed that the retail business of the branches, in respect of 94 branches (excluding Head office Branches and extension counters) for which data were received, ranged from Rs. 0.76 crore (Akola branch of Maharashtra SCB) which constituted only 0.14% of its total business, to Rs. 88 crore (Bhopal Main branch, Madhya Pradesh SCB) which was only 6% of its total business. However, in these two cases, the percentage of number of individual accounts to total number of accounts of the branch was 58% and 86% respectively.

An analysis of the data received from 94 branches of SCBs revealed that there was not much variation in the volumes of individual and institutional business as a percentage to the total volume of business of the branch. However, the percentage of individual accounts to total number of accounts was more than 80% in the case of 88 out of 94 branches {Annexure-3.3(a)}.

The above analysis, though based on limited data, clearly shows that as far as workload in a branch is concerned, number of accounts handled in a branch is far more important than the volume of business in terms of amount, and it would be pragmatic to categorise branches on the basis of number of accounts<sup>2</sup>, retail as well as institutional, rather than business volume. Two factors however weighed with the Group in discarding this

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<sup>2</sup> The Group even attempted to see if data on vouchers handled per day could be obtained and analysed as that is an even better indication of workload. However, such data could not be obtained even for a small sample of banks.

reasoning – one, the SCBs and CCBs will have to computerise themselves quickly if they have to compete with the other banks, and this would ease the pressure that is currently felt by the branches due to large number of accounts, and two, reliable data on number of accounts was not available to facilitate analysis. The Group therefore decided to categorise branches also on the basis of business volumes for the same business parameters which have been used for classifying SCBs and CCBs.

**Table No. 3.2 (a)**  
**Recommended Categorisation of Branches of SCBs**

<b>Branch Category</b>	<b>Total business (deposits + loans outstanding)</b>	<b>No. of branches covered (as on March 2008) (Sample Size : 94 Branches)</b>
<b>A</b>	Above Rs. 500 crore	3
<b>B</b>	Above Rs. 200 crore and upto Rs.500 crore	8
<b>C</b>	Above Rs. 50 crore and upto Rs.200 crore	23
<b>D</b>	Up to Rs.50 crore	60

**3.2.2 CCBs :** In the case of CCBs, the amount of retail or non-institutional deposits + the total loans outstanding, ranged from Rs. 0.39 crore (J.S.SK.S. Chimangaon branch of Satara CCB) which constituted only 16% of its total business, to Rs.143 crore (ZP Satara Branch of Satara CCB) which was about 98% of its total business. The corresponding percentage of number of retail deposit accounts to total loans accounts in the case of ZP Satara branch was 97%, while that of Chimangaon branch was 99% (as on 31 March 2008).

An analysis of the data received from 478 branches of CCBs revealed that in the case of 365, the percentage share of retail or non-institutional deposits + total loans outstanding, ranged from 81% to 100% of the total business of the branch. {Annexure–3.3(b)}

The Group, therefore, categorised the branches of CCBs also on the basis of their retail deposits + total loans outstanding, as indicated below:

**Table No. 3.2(b)**  
**Recommended Categorisation of Branches of CCBs**

<b>Branch Category</b>	<b>Retail or non-institutional deposits + total loans outstanding</b>	<b>No. of branches covered as on March 2008 (Sample Size : 478 Branches)</b>
<b>A</b>	Above Rs. 40 crore	19
<b>B</b>	Above Rs.15 crore and up to Rs.40 crore	77
<b>C</b>	Above Rs.5 crore and up to Rs.15 crore	250
<b>D</b>	Up to Rs.5 crore	132

**3.3 Organisational Structure:** Keeping in view the emerging competition in banking and financial services, the challenges and priorities confronting the SCBs and CCBs, the Group considered it necessary to suggest a typical Departmental set up at the HO. In category 'A' SCBs, 6 Departments viz. HRMD & Board matters and General Administration, Planning & Development, Inspection & Audit, Funds & Accounts, Banking Operations, and Loans and Advances with 12 Divisions, and a separate Vigilance Cell headed by a Senior officer have been suggested. In Category 'A' CCBs too, the same 6 Departments, with 9 Divisions and a separate Vigilance Cell have been suggested. In the other categories also, the SCB and CCB may have all the above mentioned departments and divisions. However, depending on the size of the bank and volume of business, the Departments and Divisions may be clubbed or divided. The suggested Organisational structure of the Head Office of the different categories of SCB and CCB is given in *Annexure-3.4(a to d) & 3.5(a to d)* respectively. It is suggested that there could be three categories of staff – Officers, Clerical staff and Support Staff. Officers could be in three levels i.e. Senior Management (SM), Middle Management (MM) and Junior Management (JM). At present, there is no uniformity in the designations adopted by various banks. While leaving it to the respective banks to decide on the appropriate designations and the number of posts, it is suggested that Senior Management may have two Grades i.e. Grade-I designated as Chief General Manager or General Manager and Grade-II designated as General Manager or Deputy General Manager. Middle Management may have two Grades i.e.

Grade-I designated as Assistant General Manager and Grade-II designated as Chief Manager. Junior Management may have only one Grade, designated as Manager or Officer or Accountant, etc. as per functions undertaken. (For the C and D category SCBs and CCBs, the banks may merge SM-I and SM-II, and MM-I and MM-II categories).

**3.4.1 Staffing pattern for Head Office :** The staff strength of the Head Office has been considered keeping in view the Organisation structure proposed in the previous paragraph.

**3.4.2** The appointment of CEO of the bank is required to be made on the basis of 'Fit and Proper' criteria prescribed by the Reserve Bank of India (copy of the RBI Circular RPCD.CO.RCBD.8843/03.01.03/2008-09 dated 03 March 2009 may be seen at *Annexure-4.1*). The CEO will be assisted by CGM or GM and other officers, whose number may vary depending on the category of the bank. The departmental heads can be in one scale below SM-II, depending on availability of officers in these cadres and the importance of the Department. The banks may have to take a considered view in this regard with the approval of their Boards of Directors.

**3.4.3** Taking into consideration the above aspects and keeping in view the technological support available to banks these days, the staffing pattern and staff strength of Head Office has been designed and presented below:

**Table No. 3.3 (a)**  
**Staffing pattern in SCB Head Office (Indicative)**

Level	Category of SCBs (Based on Total Business)			
	A (Above Rs. 10,000 cr)	B (Rs. 5000 cr to 10,000 cr)	C (Rs. 2,000 cr to 5,000 cr)	D (upto Rs. 2,000 cr)
Sr. Management	*	6	3	2
Middle Management	*	19	13	7
Jr. Management	*	90	48	24
Clerical or Assistant Grade	*	60	48	24
Office Attendants (Sub Staff)	*	20	16	10
<b>TOTAL</b>	<b>*</b>	<b>195</b>	<b>128</b>	<b>67</b>

*\* As regards Category 'A' Bank, the staffing pattern staff strength may be decided by the Board, keeping in view the business volume, number of affiliated CCBs and Federations, variety and size of activities undertaken by the bank, etc. and the pattern suggested for other Categories viz. B, C and D.*

**Table No. 3.3 (b)**  
**Staffing pattern in CCB Head Office (Indicative)**

Level	Category of CCBs Based on Retail or non-institutional deposits + total loans outstanding			
	A (Above Rs. 1000 cr)	B (Rs.500 cr to 1000 cr)	C (Rs.200 cr to 500 cr)	D (up to Rs.200 cr)
Sr. Management	**	5	4	3
Middle Management	**	6	6	5
Jr. Management	**	24	20	16
Clerical or Assistant Grade	**	38	34	28
Office Attendants (Sub Staff)	**	13	12	10
<b>TOTAL</b>	<b>**</b>	<b>86</b>	<b>76</b>	<b>62</b>

*\*\* As regards Category 'A' Bank, the staffing pattern staff strength may be decided by the Board, keeping in view the business volume, number of affiliated PACS and other Functional Societies, variety and size of activities undertaken by the bank, etc. and the pattern suggested for other Categories viz. B, C and D.*

*Notes:*

- 1. In addition to the above, SCBs and CCBs may have one Inspecting Officer in Middle Management or Junior Management for every 25 branches, posted at HO or the Regional or Divisional Offices as per requirement to be decided by the Board.*
- 2. Leave Reserve staff may be maintained preferably at HO level.*

### **3.5 Staffing Pattern for Divisional Office (DO) or Regional Office (RO)**

**3.5.1 SCBs :** The Group examined the need for SCBs having DO or RO. The experience of Maharashtra SCB was that the set up did not add significant value. However, it was suggested that taking into account the geographical coverage, infrastructure facilities, business needs and prospects, each SCB may examine and decide on the need for setting up appropriate number of DOs or ROs.

**3.5.2 CCBs :** The area of operation of CCBs being limited to a District, the opening of Divisional Office (DO) or Regional Office (RO) may be considered only in exceptional circumstances. Only those CCBs, having more than 50 branches covering wider or difficult geographical area, affiliation of larger number of societies (including weavers and other societies) say, more than 100, and undertaking business requiring closer monitoring etc. may consider opening of DO or RO.

**3.5.3** The concept of DO or RO is suggested for effective monitoring of affiliated Societies or CCBs and proper control over the branches. However, the decision to open DO or RO has to be made taking into consideration the cost of management and profitability, and the proposal needs to be carefully assessed by the Board of Directors. The DO or RO should be a capsule type office having minimum number of staff. Instead of operating from independent premises, the DO or RO could also be located at a major branch, so as to reduce the costs.

**3.5.4** The staffing pattern for a typical DO or RO is recommended as indicated below:

**Table No. 3.4 (a)**  
**Staffing Pattern in Regional Office or Divisional Office of SCBs**

<b>Designation</b>	<b>Staffing Pattern (Indicative)</b>
Officer-in-Charge (OIC)	1*
Officers in JM or MM	5
<b>Officers Sub-Total</b>	<b>6</b>
Clerical Staff	5
Office Attendants	2
<b>Total</b>	<b>13</b>

\* OIC will be an officer in SM-II or MM-I based on number and size of branches within its jurisdiction

**Table No. 3.4 (b)**  
**Staffing Pattern in Regional Office/Divisional Office of CCBs**

<b>Designation</b>	<b>Staffing Pattern (Indicative)</b>
OIC	1
Officer in JM	1
Clerical Staff	1
Office Attendant	1
<b>Total</b>	<b>4</b>

\* OIC will be an officer in MM



### 3.6 Staffing Pattern for Branches

**3.6.1** On a review of the data available from SCBs on branch staff strength deployed by them, it is observed that currently there is no set norm followed by the banks. Taking into account aspects like profitability, efficiency and productivity for branch viability and other needs like security, staff for outdoor work, etc., the minimum staff strength of any SCB branch could be 10 – 1 Branch Manager, 3 officers, 4 clerks and 2 sub-staff. In the case of CCBs, the minimum could be 6 - one Branch Manager, one Accountant and 3 clerical staff and one sub staff. Keeping a pool of Leave Reserve Staff at HO, RO or DO or any convenient big branch can be considered for temporary, immediate deployment to contiguous branches, as per need.

**3.6.2** Keeping in view the current deployment of staff in the branches, projected growth of number of branches and business levels over the next 5 years, aspirations for career progression for the staff, a model staffing pattern (indicative) in various categories of branches is indicated below:

**Table No. 3.5 (a)**  
**Staffing Pattern for Branches of SCBs (Indicative)**

Branch Category/ Business Level	Branch Manager			JM (Accountant)	JM (Field Staff)	Sr. Assts. *	Jr. Asst **	Sub-Staff	Total
	SM II	MM I	MM II						
Above Rs.500 crore (A)	To be decided by the bank keeping in view the pattern suggested for other categories								
Above Rs.200 and upto Rs.500 crore (B)	1	1	1	2	2	3	4	4	18
Above Rs.50 and upto Rs.200 crore (C)	--	1	1	2	2	2	4	3	15
Upto Rs.50 crore (D)	--	--	1	1	2	2	2	2	10

*Alphabet in brackets indicate branch category*

*\* Includes Field Supervisor and other technical staff*

*\*\* Includes clerks, clerk-cum-cashier and such other staff*

**Table No. 3.5 (b)**  
**Staffing Pattern for Branches of CCBs (Indicative)**

Branch Category/ Retail Business Level	Branch Manager (MM-II)	Accou ntant (JM)	Field Officer (JM)	Sr. Assts. */ Jr. Asst **	Sub- Staff	Total
Above Rs.40 crore (A)	<i>To be decided by the bank keeping in view the pattern suggested for other categories</i>					
Above Rs.15 and upto Rs.40 crore (B)	1	1	1	3	3	<b>9</b>
Above Rs.5 to Rs.15 crore (C)	1	1	1	3	2	<b>8</b>
Upto Rs.5 crore (D)	1	1	-	3	1	<b>6</b>

\* Includes Field Supervisor and other technical staff

\*\* Includes clerks, clerk-cum-cashier and such other staff

Notes:

In addition to the above, the following could be suggested.

- i. Depending on the volume of institutional business, deployment of additional staff may be considered by the bank.
- ii. For every active 8 to 10 PACS (inclusive of other societies) one field supervisor may be posted.
- iii. For every 1000 deposit accounts one clerk may be posted. (Weightage to be given to deposits from individuals and institutions other than cooperatives for determining the staff strength).
- iv. One field officer for each active 1000 loan accounts.
- v. One accountant for 2000 active accounts (deposits + loans)
- vi. The staff requirement would have to be reassessed in case of Total Branch Automation and Computerisation. As per a study conducted by Tamil Nadu SCB for assessment of manpower requirement in their branches, the staff requirement reduced by about 25% and 7% in the clerical and officers' cadre respectively, in the post automation scenario.

**3.6.3** The above model is only indicative, and the banks would be free to decide on the staff strength or staffing pattern, broadly on this basis. Keeping in view the special circumstances in the North Eastern Region, separate norms have been suggested for SCBs of the North Eastern Region as detailed in Chapter 7 of the Report.

### 3.7 Calculation of Aggregate staffing pattern:

To enable the banks to work out their overall staff strength, the Group suggests the under mentioned formula.

The total staff requirement (ceiling) for a bank will be as under:

1	(a) Aggregate staff requirement of branches as indicated in the table no. 3.5 (a) and (b)	<b>a</b>
	(b) In respect of Satellite Office or Extension Counter, separate manpower norm of one officer + one Clerk per unit	<b>b</b>
2	Aggregate staff requirement of DO or RO as per table no. 3.4(a) and 3.4(b)	<b>c</b>
3	Staff requirement of HO as per table no. 3.3(a) and 3.3(b)	<b>d</b>
4	Inspecting officers @ 1 officer for every 25 branches	<b>e</b>
	Sub Total - a+b+c+d+e	<b>f</b>
5	Additional not exceeding 2.5% of f (sub-total) to meet need based staff requirements at branches, on case to case basis, as indicated in the Notes under Para 3.6.2	<b>g</b>
6	Grand Total (Overall Ceiling of staff) f+g	<b>h</b>

*Note :*

- i. On the basis of data available in respect of 39 CCBs, it is suggested that the total staff in HO & DO or RO may be between 30% to 35% of total staff. (In respect of 9 SCBs, the percentage of staff at HO & DO or RO ranges from 31% in Jammu & Kashmir SCB to 77% in Maharashtra SCB).*
- ii. As regards actual interse deployment of officers & staff in HO, DO or RO and branches, the bank may decide within the overall ceiling, with the approval of the Board.*
- iii. For extending business outreach covering Financial Inclusion, recoveries, business development, etc. (for non-core activities as defined by RBI) the banks may engage Business Correspondents & Facilitators and others on contract. They will not form part of staff ceiling prescribed for the banks. For such appointments the bank may evolve a policy duly approved by the Board.*

**3.8** Any additional financial liability on account of recruitment of staff may be subject to the following:

- i. Volume of business: The bank should have a business level, where the staff cost (including the compensation to be paid as a result of recruitment of additional staff) is within the range of 30-40% of the total income (net interest income plus other net income). Besides, the cost of management<sup>3</sup> should not exceed 2% of the working fund and 40-60% of total income.
- ii. Profitability and Capacity to pay should be important criteria while working out staff requirements i.e. the bank should be working at net profit for the last three consecutive years; the net profit should be arrived at after making necessary statutory provisions or reserves, including NPA provision and also after providing fully for interest payable on deposits and borrowings, etc; the bank should have no accumulated loss. Additional financial liability for payment of compensation to staff should be within the net profit earned by the bank during the corresponding year or period so as not to have any adverse effect on the profitability of the bank.
- iii. After the implementation of recommendations of the Vaidyanathan Task Force and Agriculture Debt Waiver and Debt Relief Scheme (ADWDR), as a one-time measure, there will be a need to take a different view in the case of weak banks {not complying with Sec.11 (1) of BR Act, 1949 (AACS), many of which had not recruited staff for a number of years and would need to deploy staff for recovery, business development etc. so as to come back to current profit. Based on the parameters mentioned in this Report, such banks may make a realistic assessment of their staff requirement. If recruitment is warranted, they may also go for it with the approval of their Boards. All future recruitments after this one-time recruitment, may be in accordance with the parameters of business levels, profitability and capacity to pay, mentioned above.
- iv. The bank should maintain Capital to Risk weighted Assets Ratio (CRAR) level as may be fixed by RBI with effect from the date of introduction of the said norms.

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<sup>3</sup> Cost of Management includes all the expenditure (staff cost and other operating cost) incurred during the year less interest expenses

**3.9** While assessing the staff requirement on the basis of the above norms, the following factors may also be kept in view:

- Every branch has to necessarily aim to function as a profit centre.
- Adhoc appointments of staff to be stopped completely
- The staff requirement would vary depending on the level of automation.
- Job specific deputation or short term deputation (inward or outward) may be considered based on requirement.
- In the case of existence of excess staff, avenues for redeployment of such staff, introduction of Voluntary Retirement Scheme etc. may be considered.

**3.10** The Group further suggests that the following measures may also be considered for better management of Human Resources:

- Assigning Unique Identification Number (UIN) for all employees
- Issue of identity card and liveries to the employees, for instilling a sense of belonging
- Every SCB and CCB may have its own Logo for proper identity and creating brand image
- Every SCB and CCB may also have Vision and Mission statements highlighting its goals and objectives.
- Job description cards, job profiles, responsibilities and Service Registers must be prepared and kept on record
- Job rotation and training undergone by staff may be reviewed periodically

## CHAPTER - 4

### Recruitment, Promotion, Transfer and Outsourcing

**4.1** The State Cooperative Banks (SCBs) and Central Cooperative Banks (CCBs) have substantially increased their branch network over the years. The staff strength in CCBs has kept pace with the increase in the number of branches, whereas in the SCBs there was reduction in the number of staff by over 20% in spite of increase in number of branches by about 75%. The size of CCBs and SCBs varied widely across the country. The size of branches and average staff per branch also varied considerably, depending on the business level, nature of business, type, number and activity level of affiliated societies etc. The following table gives the number of branches and the staff strength of SCBs and CCBs at 10 years intervals from March 1988.

**Table No. 4.1**

**Branch Network and Staff Strength in SCBs and CCBs**

Year	Number		Total no. of branches		Total number of staff		Average Staff per branch	
	SCBs	CCBs	SCBs	CCBs	SCBs	CCBs	SCBs	CCBs
March 1988	28	354	562	10267	18483	73014	33	7
March 1998	28	367	789	12128	15555	91460	20	8
March 2008*	31	370	920	13133	14350	89174	16	7

*\* Provisional*

**4.2** The highlights of the current personnel policy in these banks are as under:

- The policy is governed by the respective Staff Service Rules and Regulations in each SCB and CCB
- Staff strength, pay and allowances, etc. are determined by the Board of Directors, with prior approval of RCS. In States which have accepted to implement the recommendations of the Vaidyanathan Task Force, the approval of the RCS is not necessary.
- Direct Recruitment is done at the subordinate staff, clerical staff, and at the entry level of officer, in most of the banks

- MD or CEO – Promoted from the ranks or posted by the State govt. or on deputation from State Govt. and NABARD or recruited directly as per fit and proper criteria prescribed by RBI.
- The staff are not clearly grouped under officers, clerical staff and supporting staff, and the designations are not uniform across the States.
- In most of the SCBs and CCBs there is shortage of staff as no recruitment has taken place for many years resulting in temporary or adhoc appointment.

**4.3** The policy and practices, it may be observed, are mainly government driven and controlled, and very few attempts had been made to make critical examination thereof, taking into account the special needs of these institutions which are essentially financial institutions. Salient features of a few such attempts are given below.

**4.3.1** *In 1979, a Study Group under the chairmanship of Shri Ramakrishna, the former Commissioner for Cooperation and Registrar of Cooperative Societies, Maharashtra State, Pune was appointed by the Govt. of Maharashtra, for examining the norms for creation of various posts in CCBs and prescription of a staffing pattern and the recruitment procedure. The major recommendations made by the Group, which are still relevant include: categories of intermediate level officers in the CCB should not be more than four, there should be interchangeability between field staff and office staff, need for norms for employment of subordinate staff, categorisation of branches and staff assessment based thereon, prescribed norms for recruitment and promotion, and suggestions for capacity building of staff.*

**4.3.2** In 2005, the Andhra Pradesh State Cooperative Bank (APCOB) appointed M/s Ernst and Young to study the cadre-wise manpower requirements of APCOB and CCBs, keeping in view the operational environment and structure, present and future business potential, work loads involved and technological changes in terms of computerisation etc.

The study team recommended laying down clear career path, logical career progression linked with performance and experience, defining minimum tenure at each level (grade) on the basis of an average service span of 35 years, making experience and performance the criteria for promotion, and providing greater clarity in role definition and job enrichment.

**4.3.3** During the last few years several initiatives have also been taken by different banks to explore new avenues of business development, including doubling of credit for agriculture, provision of diversified banking services, financial inclusion, etc. The gradual shift from ‘narrow’ banking to universal banking with diversified financial products has necessitated induction of more manpower with improved and specialized skills. In addition, introduction of innovative technology and the general shift to computerized banking operations call for recruitment of persons with specialized qualifications.

**4.4.1** Taking into consideration the inherent potential of Rural Cooperative Banks and emerging challenges in the changing rural financing scenario, the future of SCBs and CCBs should be:

- Managed by the bank’s own personnel, with appropriate qualifications and skills
- Instruments of continued financial inclusion in the areas of thrift, credit, insurance, remittance, etc.
- Single window for meeting all needs – credit and credit related – of the rural populace, including farm, non-farm, allied activities, consumer loans and other fee based activities.
- Technology driven and manned by skilled staff.

**4.4.2** In this context, it will be useful to study the recommendations made by the Task Force headed by Prof. A. Vaidyanathan.

**4.5** *The Task force on Revival of Rural Cooperative Credit Institutions (VC-I)*, recommended granting of autonomy to the Cooperative Credit Structure in the areas of personnel policy, staff recruitment, staffing pattern



etc. The observations of the Task force on issues relating to Human Resources are summarized below:

- CCS is impaired in governance, managerial and financial fronts
- Impairment in management is a direct result of impairment in governance
- The reasons for impairment in governance are :
  - Interference of State Government : - Deputation of top officials to banks, Common Cadre system, determination of staffing pattern, interference in operational decisions
  - Generally ageing staff profile, inadequate professional qualification and low level of training
  - Unclear delineation of governance and management functions
  - Poor house keeping – weak internal controls and systems

**4.5.1** The Task Force recognised the need for qualitative improvement in personnel in all tiers and at all levels, through capacity building and other interventions leading to increase in overall efficiency, and recommended the following steps:

- Appointment of professionally qualified CEO
- Abolition of cadre system
- Board of Directors to appoint the CEO, decide the service conditions, staffing pattern and salary structure in tune with the margins available
- Recruitment of staff would be the responsibility of the bank and all employees to be answerable only to the Board of Directors

**4.6** The Working Group examined the current situation and the views of the various expert Committees mentioned above in the matter of HR Policy and Practices and in Chapter 3 of this Report has suggested certain indicative norms in regard to categorization of banks, categorization of branches, organisational structure, and staffing pattern of Head Office, Divisional, Regional Office and branches. In this Chapter, it proposes to make a few suggestions on the recruitment policies, process, norms, etc.

#### 4.7 Need for Recruitment - Qualitative Assessment

Rural Cooperative Banks which are rural oriented institutions, are facing stiff competition from other players in the banking sector equipped with better manpower, technology, products and efficiency. In most of the SCBs and CCBs, recruitment had been banned or kept in abeyance since long and in the last decade there has been very little increase in the staff strength. Thus, a definite need is felt to formulate implementable guidelines for recruitment and promotion of different categories of staff in cooperative banks.

**4.7.1** Rural cooperative banks will have to evolve sound personnel policies encompassing proper manpower planning and assessment, so that it ensures a rational career progression in all categories of employees and a conscious policy for developing the second line of management in all key functional areas of the bank. It should also reward and motivate good performers, while simultaneously giving due weightage to experience, in order to arrest attrition.

#### 4.8 Need for fresh recruitment – quantitative assessment

- The study of the age profile of a sample of SCBs and CCBs revealed that 1/3<sup>rd</sup> of the total staff – and 53% of officers - would be retiring in the next 10 years. Of the officers, 23% retire in the next 5 years.

**Table 4.2(a)**

**Age Profile of Staff (Sample 43 CCBs and 7 SCBs)**

Category	Upto 50 Years		50 – 55 Years		Above 55 Years		Total
	Number of Staff	% to Total	Number of Staff	% to Total	Number of Staff	% to Total	Number of Staff
Officers	2685	47.41	1652	29.17	1326	23.42	5663
Clerical	6171	80.39	1087	14.16	418	5.45	7676
Sub-Staff	2883	67.03	863	20.07	555	12.90	4301
<b>Total</b>	<b>11739</b>	<b>66.55</b>	<b>3602</b>	<b>20.42</b>	<b>2299</b>	<b>13.03</b>	<b>17640</b>

*Note : Retirement age is 58 or 60 years*

- The educational profile of the sample revealed that only 26 % of the staff (officers and clerical) were postgraduates or had special qualifications.

**Table 4.2 (b)**  
**Educational Profile of Staff (Sample 43 CCBs and 7 SCBs)**

Category	Under Graduates	Graduates	Post Graduates	Special Qualification	Total Staff
Officers	24	3912	1083	644	5663
Clerical	952	4975	1032	717	7676
<b>Total</b>	<b>976</b>	<b>8887</b>	<b>2115</b>	<b>1361</b>	<b>13339</b>

#### **4.9 Recruitment Agencies - Current Status**

Different States have engaged different agencies for recruitment of staff. Some of them are given below:

Andhra Pradesh	National Institute of Bank Management (NIBM) Pune, Indian Institute of Psychometry, Kolkata
Kerala	State Public Service Commission
UP	Institutional Cooperative Services Board (ICSB - an autonomous body)
Maharashtra	SCB and a few CCBs like Satara avail services of IBPS, Mumbai
West Bengal	Co-operative Service Commission
Some other States	Employment Exchange, Institute of Cooperative Management (ICM), Appointment Committee (Chairman, GM and ARCS) nominated by the Board of Directors, XIM Bhubaneswar (Orissa)

#### **4.10 Recruitment Policy – Suggestions**

The Group observed that the staff often did not have clearly defined functional responsibilities. There is therefore, a need for rationalization of various categories of posts with reference to functional responsibilities. Future recruitment should relate to these posts. The Group has therefore made the following recommendations:

##### **4.10.1 Category of posts**

There could be 3 categories of posts in Cooperative Banks as indicated below

Group A	Officers
Group B	Clerical staff, designated as Banking Assistants.
Group C	Support staff, designated as Office Attendants.

#### **4.10.2 Creation of posts and filling up of vacancies**

The Board of Directors of each bank may create such number of posts keeping in view the actual requirement worked out based on business parameters especially the profitability, categorization of bank and branches, nature of activities, etc. Vacancies shall be assessed every year as per norms suggested in Chapter – 3 and should cover both existing and those falling vacant during the ensuing year on account of superannuation, resignation etc. In respect of open market recruitment, which is time consuming, the banks should plan at least a year in advance.

#### **4.10.3 Agency for Direct Recruitment**

The selection of the candidates through written examination under direct recruitment to the posts of officers and employees other than support staff, may be entrusted to a National or State Level organisation which specializes in recruitment of banking personnel like IBPS or any similar professional agency having the required expertise and experience (para 4.9). The role of such agency will be that of conducting written examinations, evaluating the answer papers and preparing a short list of candidates satisfying the benchmark requirements set by the bank concerned. This will introduce greater transparency and impartiality in the recruitment process. Interview of the shortlisted candidates may be entrusted to a Recruitment Committee constituted by the Board of the bank.

**4.10.4** The Board of Directors of the bank shall be the Competent Authority to select such independent agencies and fix their fees and other terms to ensure fair and free selection of candidates.

**4.10.5** The Group suggests the following parameters for direct recruitment of officers and other staff. Proficiency in local language should be a must for all the staff. Age relaxation upto a maximum of 5 years may be considered for confirmed staff candidates.

**Table 4.3**  
**Direct Recruitment – Eligibility Parameters**

<b>Category of staff</b>	<b>Age</b>	<b>Minimum Educational Qualifications</b>	<b>Recruitment Agency</b>	<b>Recruitment Process</b>	<b>Remarks</b>
Office Attendants Group C (Support Staff)	18 – 30 Years	Passed Class X and not more than class XII (+ appropriate skills e.g. Driver)	Bank's own Committee	Interview by bank's Committee	Vacancies to be advertised in local news papers with reasonable circulation.
Banking Assistants Group B (Clerical Staff)	18 – 30 Years	Graduation with 55% marks, Commerce graduate with 50% (+ Computer Knowledge)	External Recruitment Agency for Written Test and evaluation of papers)	Interview by Bank's Committee constituted by the Board	Appropriate skills for recruitment to specific posts. Recruitment to include test on computer skills
Officers Group A (Officers)	18 – 30 Years (Entry level)	Graduation with 60% marks and Commerce Graduate with 55% (+ Computer Knowledge)	External Recruitment Agency for Written Test and evaluation of papers)	Interview by Bank's Committee constituted by the Board of Directors	Preference to candidates with post graduation as also with qualifications in disciplines like Economics, Statistics, etc and also additional qualifications like Diploma from Indian Institute of Banking & Finance, Mumbai. Additional weightage for Technical or professional qualifications or CAIIB or Experience in the relevant field for Specialist Officers. Candidates shortlisted for interview to be tested for practical use of computers.

**(i) Group C (Support Staff)**

Recruitment in Group C, may be resorted to in the cadre of Office Attendant only by Direct Recruitment. Duties of Office Attendants will include work both inside the office and field.

**(ii) Group B (Clerical Staff)**

- All recruitment in Group B may be made in a cadre designated as Banking Assistant with flexibility of deployment as Data Entry Operator, Clerk, Cashier or Clerk-cum-Cashier, Typists, Stenographers, etc. as the

situation demands. Duties of Banking Assistants will include work in the office as well as field duties.

- In the context of the growing use of computer in banking industry, computer knowledge and skills should be an essential qualification for recruitment in officers and clerical staff.

**(iii) Group A (Officers)**

- Direct recruitment will be restricted to officers in Junior Management (JM) and Middle Management (MM) in different proportions prescribed.
- Computer skills should be an essential additional qualification.
- Cooperative Banks need to recruit professionals in IT and other technical disciplines like Agriculture, Law, Marketing, Treasury Management and Chartered Accountants, etc. as per requirements. Knowledge in banking operations may be given additional weightage.
- Professionals so recruited are also to be placed in the common pool of officers, and not as a separate cadre. Banks may explore possibility of appointing professionals and experts on short-term contract basis say for 3-5 years, in case of need.

**iv) Fit and proper criteria for CEOs of SCBs and CCBs:**

- Appointment of professionally qualified CEOs for SCBs and CCBs, governed by the instructions issued by the RBI and NABARD from time to time based on fit and proper criteria, should be ensured. The current guidelines are given in *Annexure-4.1*.
- With the voluntary retirement of experienced officers from Commercial banks, RRBs, etc., there is availability of competent officers who can bring their varied experience to benefit the Cooperative banks at the CEOs level.

**4.10.6 Need for Computer Awareness**

The changing environment and the increasing customer demands in the banking sector have led to extensive use of technology to ensure customer satisfaction. In view of the stiff competition faced from commercial banks

and the new age private banks, and given the existing shortage of technically skilled manpower, it is suggested that all candidates for the posts of clerical staff should have knowledge of computer applications as an essential qualification.

#### **4.10.7 Proportion of Direct Recruits and Promotees**

In order to have an even spread of age-groups of officers and other employees and to have a mix of younger officials and matured ones for improved performance, the Group recommends the following ratios of Direct Recruits and Promotees in different grades as indicated below:

**Table No. 4.4**

**Ratio of Direct Recruitment and Promotion in various cadres**

<b>Category</b>	<b>By Direct Recruitment</b>	<b>By Promotion</b>
<b>Group C</b>		
Office Attendants/Skilled Staff	100%	-
<b>Group B</b>		
Banking Assistants	90%	10%
<b>Group A</b>		
Junior Management (JM)	50%	50%
Middle Management-II (MM-II)	25%	75%
Middle Management-I (MM-I)	10%	90%
Senior Management-II (SM-II)	-	100%
Senior Management-I (SM-I)	-	100%

**4.11.1 Promotion Policy - Current Status:** Based on the data compiled for a cross-section of the banks across the country, it is observed that there is a lack of reasonable career progression and many of the employees receive only one or two promotions during their service. Although the minimum period prescribed for promotion to the next higher grade in most of the banks ranges from 3 to 10 years, the actual time taken ranges from 3 to 25 years. Most of the banks have a policy to promote employees purely on the basis of seniority. This leads to frustration among meritorious employees and calls for adoption and implementation of a more realistic and rational policy for promotion and placement.

**4.11.2** Currently, the norms followed for promotion in various categories vary widely from State to State. In the case of promotion from Sub Staff to clerical staff, the proportion ranges from 5% (Andhra Pradesh) to 20% (Orissa). It is also understood that in many banks, qualified and experienced employees in Group C are rendering jobs of higher responsibilities in the absence of clerks. The Group therefore, recommends that 10% of the Group B vacancies may be earmarked for promotion from Group C employees on the basis of a simple test or interview and test in computer skills. In addition, in direct recruitment of Group B staff which involves the process of written test and interview, confirmed Group C employees with the required qualifications may be given age relaxation upto 5 years, and preference at the interview stage.

#### **4.11.3 Promotion Policy - Suggestions**

As in the case of direct recruitment, the conduct of written examination for officers and Group B staff for promotion also may be outsourced to any reputed Regional Agency, in case there is a viable number of vacancies. The final selection through interview may be done by a Selection Committee constituted by the Board of the Bank.

**4.11.4** The Working Group recommends that the promotion policy should be transparent and clearly defined, without any ambiguity. Well defined guidelines on career progression will help to remove stagnation and demotivation, besides arresting attrition of new recruits particularly specialists who leave for better career options elsewhere. While on the one hand there is a need to give due weightage to experience, there is also a need to reward good performers irrespective of their seniority position. To achieve the dual objectives, the Group recommends a 'Two channel Promotion' model viz. 'Normal channel' based on the concept of Seniority cum Merit and a 'Fast Track' channel based on merit combined with inter-se seniority.

**4.11.5** The Normal channel is aimed at taking care of the interests of senior and experienced employees. The 'Fast Track' channel will be an



incentive for performance, to meritorious and good performers. In addition to eligibility, the suitability for promotion may be considered subject to the candidate's service record.

**4.11.6** The suggestions on category-wise ratio and eligibility for consideration for filling up posts through promotion are furnished below.

**Table No. 4.5**

**Ratio of Fast Track and Normal Promotion in various cadres**

Category	Ratio		No. of Years of	
	Normal	Fast Track	Normal	Fast Track
Group B to JM	70	30	10	6
Group A				
Junior Management (JM) to MM-II	60	40	8	5
Middle Management-II (MM-II) to MM-I	60	40	6	4
Middle Management-I (MM-I) to SM-II	50	50	5	3
Senior Management-II (SM-II) to SM-I	100	-	-	-

**4.11.7** The Group further suggests that:

- Job enrichment and performance based promotion may be introduced to improve the satisfaction level of the employees.
- Incentives for best performing branches may be introduced and appropriate parameters for assessment of performance fixed by the Board. The benefits thereof will be shared by all the officers and staff so that collective work, responsibility and accountability will be encouraged.
- The concept of 'right person for the right job' may be introduced to ensure that the person with the right blend of attitude and skill sets is placed in an appropriate position.

## **4.12 Transfer Policy**

**4.12.1** Most of the cooperative banks do not currently have a well defined transfer policy approved by the Board. Every bank may, therefore, have to evolve its own transfer policy. Such policy should be transparent, based on their own specific requirements and approved by its Board. While there is need to have continuity of the transfer policy for a reasonable period, such policy needs to be reviewed periodically, say every 3 years, and suitable modifications may be incorporated.

**4.12.2** The transfer policy may take into consideration the following objectives:

- i. Transfers to be part of essential service conditions and Management would decide on transfer, based on administrative exigencies.
- ii. It is desirable that a person does not continue for a long time in the same desk or office, which may have undesirable effects and develop vested interests and hamper the development of the business of the bank.
- iii. Technical and Specialised officers may not be covered by general transfer norms. Transfers should be need based, so as to improve the performance and efficiency of the staff
- iv. Transfers should also be used as instruments for ensuring smooth career progression and for providing exposure to various areas of operations of the bank at different tiers.
- v. It should involve assessment of adequacy of staff at various levels or tiers and their deployment depending on business growth
- vi. Transfer should take into account an appropriate placement on or after training

**4.12.3** The Boards of the banks may frame and approve the transfer policy, as per the following broad guidelines.

**A) Norms for transfer of Group ‘A’ Staff (Officers)**

- i. The CEO may be the competent authority for transfer of Officers. The In-charge of the HR Dept. may also be delegated necessary powers to act as Competent Authority for transfer of junior officers in JM Grade.
- ii. Officers in all categories would be subject to transfer anywhere within the area of operation of the bank.
- iii. All new recruits, other than officers with specialization, should be posted in branches having large volume of business, before being given independent charge of a branch
- iv. The tenure of officers should normally be 3 to 5 years, subject to business exigencies and administrative convenience of bank.

**B) Norms for transfer of Group 'B' staff (Clerical Staff)**

- i. The In-charge of the HR department may be the Competent authority for transfer of Group B staff. In case of SCBs, for transfer within the area of operation of Divisional or Regional Office, the OIC of Divisional or Regional Office may be authorized.
- ii. Group 'B' staff would be subject to transfer anywhere within the area of operation of the bank.
- iii. The tenure should normally be 5 to 7 years, subject to business exigencies and administrative requirements.

**C) Norms for transfer of Group 'C' staff (Support Staff)**

- i. The Head Office or Controlling office-in-charge or the officer delegated by the CEO may be the Competent Authority for transfer.
- ii. Group 'C' staff may be subject to transfer to any branch within the area of operation of the bank.
- iii. The tenure of Group 'C' staff should normally be not more than 7 years.
- iv. Inter district transfer (in case of SCBs) of Group 'C' staff may be done by In-charge of HR department of Head Office based on the need and assessment.

**4.13 Outsourcing of services**

**4.13.1** Outsourcing is not a form of recruitment. It is essentially a process of hiring of personnel from an outside agency, for undertaking specified non-core functions of the bank. 'Outsourcing' has assumed importance after the boom in the services sector, as a means to control the cost of management and address the shortage of manpower and encourage redeployment of staff.

**4.13.2** The role of Support Staff (Office Attendants) in the banks is critical. Customers from villages prefer to interact with them for assistance in filling up forms, getting clarifications and even collection of cash and pass books. The relationship between them and rural clients is personal. However, there are functions within the branch which can easily be

outsourced, like cleaning and sweeping and swabbing, security, etc. Further, during discussions with MDs of a few cooperative banks, a view was expressed that outsourcing would be more suitable for branches and also administrative offices and that outsourcing of non-core activities would result in lower cost, lesser staff problems, better service and lesser hassles on the part of the Bank. However, a view was also expressed during the course of interaction, that such contract-workers did not have a sense of 'belonging' to the institution and were also not held accountable.

**4.13.3** Having regard to the above observations, the Group recommends that banks could consider outsourcing one or more of the following non-core functions

- i. Sweeping, cleaning and maintenance
- ii. IT and software development and maintenance
- iii. Training and Capacity Building of staff
- iv. Legal service
- v. Drivers
- vi. Canteen Services
- vii. Business facilitators, intermediaries and recovery agents
- viii. Courier service
- ix. Binding, Photocopying and scanning services
- x. Security guards

The above is only an illustrative list. Depending on local availability of services and cost effectiveness, banks may take a view.

#### **4.14 Adoption of uniform Service Rules for Officers and Employees**

The Board of each SCB and CCB may review and revise the Service Rules in tune with the policy adopted by the bank, keeping in view the recommendations on recruitment, promotions, transfers, etc. made by the Working Group.

#### **4.15 Performance Appraisal**

Performance Appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does. It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals.

**4.15.1** The system of recording Performance Appraisal Reports (PAR) is prevalent in many SCBs. There was a demand from some of the Members and bank officials who interacted with the Working Group that a model format be suggested. Accordingly, this Group made an analysis of the system prevailing in some banks. The formats of PARs obtained from a few SCBs in the Maharashtra, Sikkim, Arunachal Pradesh, Mizoram and Nagaland reveals that almost all these SCBs have common parameters or factors for assessing the performance of officers during the year.

**4.15.2** In general, the basic parameters indicted in the performance appraisal reports of the officers of SCBs and CCBs are - Knowledge and Execution of work, Managerial ability, Attitude and sense of customer service, Sincerity and Devotion to duty, Attendance and Punctuality and the capability to shoulder higher responsibility. The appraisee officer is assessed on these parameters by the Reporting officer and the views of Reporting Officer are reviewed by the Reviewing Officer and the appraisee officer is, accordingly, graded by Reviewing Officer. Such grading viz. Outstanding, Very Good, Good, Satisfactory and Average is awarded, based on the marking system for each grade out of 20 marks; and based on individual parameters, the average marks are calculated for grading purpose.

**4.15.3** There is a specific proforma of PAR for the Officers posted at branches or who are dealing with the business functions like deposits and

loaning. The business aspects for assessment of the performance of such officers are critically analyzed as under:

- a) Advances - increase in No. of accounts and amount outstanding
- b) Loan proposals - sanctioned, recommended for sanction, renewed - No. of accounts and amount sanctioned and percentage of recovery, improvement and steps taken in recovery.
- c) Asset quality - No. of accounts categorised under Standard, Sub-standard and Doubtful and Loss Assets and movement of such accounts brought by the appraisee officer for improvement in quality of assets.
- d) Recovery performance - Target and achievements under further segment of different categories of loan assets as per prudential norms. Further, improvement in Demand, Collection and Balance position by the appraisee officer.

**4.15.4** In the cases of CCBs, a PAR is an objective questionnaire covering main aspects of appraised officer like personality, work attitude, dependency, drafting, correspondence ability, customer and public relations, relations with colleagues and attempts made towards business development of the bank.

**4.15.5** Thus, the cooperative banks both SCBs and CCBs, across the country have adopted different process for assessment of performance of the officers. Therefore, with a view to bring uniformity and to provide equal wightage for performance assessment and thereby career progression of the officers of the SCBs and CCBs, a draft PAR is attempted covering the relevant aspects to be considered by the banks for assessing the performance of their officers.

**4.15.6** Generally, the PAR should contain, among others, the following details.

- Employee particulars – personal bio-data, career path so far
- Review of appraiser's assessment
- Provision for rating employees' performance.

- Recommendations and observations on training and development
- Recommendations on promotion – time frame and position
- Feedback acceptance by the appraisee.

**4.15.7** The process of performance appraisal should, generally, involve the sequential activities as under:

- Grading the appraisal by the appraiser
- Reviewing the appraisal by review committee
- Assignment of scores to the grades received
- Normalization of scores to eliminate bias and arbitration.
- Moderation of scores

**4.15.8** The appraisal process should strictly be governed by the calendar of activities and the same should be adhered to without exception, so as to ensure the completion of process by the deadline say end of April for the PARs for the year ended preceding March. All the finalized PARs should be seen and approved by the CEO of the bank.

**4.15.9** A model Performance Appraisal Report (PAR) may be seen at *Annexure-4.2*.

# CHAPTER - 5

## Computerisation and use of Information and Communication Technology

**5.1** The competitive business environment, changing market dynamics, as also fresh regulations and compliance requirements, industry consolidation, delivery of cost effective products and services, maintaining secure data platforms, meeting increasing customer demands and other strategic issues have all made banking far more complex than it used to be in the past. As such, the use of technology has become a key focus area for extending the outreach of banking and financial services.

**5.1.1** All the public sector commercial banks have already adopted Core Banking Solutions (CBS). The RRBs, have also been directed by the GoI to become CBS enabled by September 2011, with the guidance and support of their sponsor banks. However, cooperative banks have been generally slow in adoption of latest technology solutions. It is high time that they realized the need for adoption of IT to retain their client base and to ensure that the benefits of technology are delivered to customers and stakeholders.

**5.1.2** With the implementation of the recommendations of the Vaidyanathan Task Force and the adoption of the Common Accounting System (CAS) by many of the PACS there is an emergent need to introduce a CAS in CCBs and SCBs<sup>4</sup>.

### **5.2 Present Status**

Most of the branches of the Co-operative banks are located in rural and semi urban areas and computerization of these banks is fraught with various hurdles e.g. lack of infrastructural facilities and uninterrupted power supply, non availability of qualified professionals, reluctance and non

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<sup>4</sup> The Task Force had not recommended CAS for CCBs and SCBs on the ground that these were banks regulated under the provisions of the BR Act 1949 and RBI Act 1934 and that they were even otherwise required to follow an acceptable accounting system



competence of the existing staff to make use of IT in day-to-day banking activities etc. Currently, the co-operative banks are at different stages of computerization and some branches are working without any computers. 'Stand-alone' personal computers are in use in Head Offices and in many branches with certain modules of house keeping and database. Head offices, Regional Offices and Branches are computerized in different degrees of partial automation. A few banks have initiated the process of computerizing their operations in right earnest and are even moving towards Core Banking Solutions (CBS).

**5.2.1** As on 31 March 2008, branch accounting in 59% of the branches of SCBs were computerized, 32% were not having any computers and branch computerization was in progress in the remaining 9%. HO and all branches of SCBs in Andhra Pradesh (27), Delhi (41), Himachal Pradesh (161), Kerala (21), Nagaland (22), Punjab (20) Maharashtra (46) and Tamil Nadu (45) had been computerized. Gujarat SCB, which has no branches, has its HO fully computerized. UP, Chandigarh, Haryana and Rajasthan are yet to make a beginning in computerization, while MP, West Bengal and Bihar have initiated the process {Annexure-5.1(a)}.

**5.2.2** In the case of CCBs, branch accounting in 19% of the branches were computerized, 71% were not having any computers and branch computerization was in progress in the remaining 10% of the branches {Annexure-5.1(b)}. Ernakulam District Central Cooperative Bank Ltd. (Kerala) had started implementation of Core Banking Solutions (CBS) from March 2004 on a pilot basis in 3 selected branches and completed the process by January 2005. The bank has set up a Data Center in line with industry standards. At present all its 51 branches and 5 extension counters are linked with its data center through BSNL leased line and ISDN as back up line. Off-line ATMs are linked to the Data Center by using VSAT.

**5.2.3** The status of branch computerization of Co-operative Banks (All-India Position) is indicated below:

**Table No. 5.1**  
**Status of branch computerization of Co-operative Banks**  
**(As on 31 March 2008)**

<b>Banks</b>	<b>Total No. of Branches including HO</b>	<b>No. of Branches Computerised</b>	<b>No. of Branches where computerization in progress</b>	<b>No. of Branches not computerised</b>
SCBs	949	560 (59.01%)	77 (9.27%)	301 (31.72%)
CCBs	12911	2493 (19.31%)	1189 (9.43%)	9229 (71.26%)

*Source : NAFSCOB*

**5.2.4** An analysis of the staff position of the data of a sample of 44 CCBs revealed that out of 4733 officers, only 3% were skilled in computer operations, 39% had working knowledge and the remaining 58% did not have any computer skills.. Out of the 7985 clerical and other staff, 4% were skilled in computer operations, 40% had working knowledge and the remaining 56% did not have any skills. The details of level of computerization and computer skills (of the sample size) are given in *Annexure-5.2*.

### **5.3 Advantages of Computerisation:**

**5.3.1** The advantages of introduction of technology are as under:

- Reduction in drudgery.
- Increase in the business of the bank
- Reduction in workload of the employees enabling greater attention to other work areas.
- Prevention of income leakage.
- Faster transactions.
- Reduced risk of fraud and malpractice owing to inbuilt checks in the software.
- The customer gets on-line real time information and transactions across branches.
- Centralised monitoring can be done especially for controlling or key parameters.

- Possibility to integrate various delivery channels like ATM, POS, Info KIOSK.
- Faster availability of the consolidated and branch wise reports.
- Ready availability of MIS as the data is stored centrally
- Easy and effective credit monitoring
- Easy introduction of new products and services.

### **5.3.2 Reform package of GoI and Computerisation of PACS including development of software**

The GoI has earmarked Rs.516 crore towards computerisation of CAS in PACS under the Revival Package for Short Term Cooperative Credit Structure. To derive full benefit of computerization in PACS, the higher tiers also have to be made technology compatible. As such, serious thought has to be given to computerization in CCBs and SCBs and a suitable road map prepared, taking into account the current levels of technology adoption, need for CBS, cost involved, financial capability of the banks etc.

### **5.3.3 System and Business Requirements**

A view has been expressed that, as most of the cooperative banks have geographical restrictions and limited areas of operation, adoption of CBS may not be an immediate requirement. However, adoption of CBS could lead to uniformity in work environment, more informed decision making, centralised processing and better MIS and reporting and improved regulatory compliance. In the context of the RRBs too moving towards CBS by September 2011, cooperative banks cannot lag behind.

The nature of Core Banking Solutions (CBS) required for SCBs, CCBs and active PACS having regard to the range of their business and customer services, is to be determined. Eventually, uniform ICT based solutions may be adopted across all the co-operative banks.

Based on nature of clientele, the banks may identify areas where technology can impact customer services positively and effectively. A System

Requirement Study would be required to be conducted for banks of different sizes and categories.

## **5.4 Recommendations of the Working Group**

**5.4.1** The following broad suggestions are made by the Group for computerization in Co-operative banks:

- Adoption of computerisation by cooperative banks is a must.
- Various affordable ICT based solutions towards achieving financial inclusion to be explored.
- As regards connectivity, feasibility of low cost connectivity options, depending upon the geographical location of the accounting units may be explored.
- Networking amongst the branches and Head office of SCBs, branches and Head office of CCBs and an all India network for both SCBs and CCBs could be the ultimate objective.
- Branches in remote areas where electric power is a serious problem may take recourse to solar power.
- The cost elements involved in the various stages and components of ICT based solutions including installation of solar power generating devices in remote areas, need to be identified.
- The agencies for designing a suitable software need to be identified.
- Appropriate training may be imparted to staff for moving over to a computerized environment. NABARD may support such training programmes.
- Introduction of CBS in the cooperative banks is a necessity. Over the years, the cost of technology has declined considerably. However, for standardisation and taking advantage of economics of scale, NABARD may take the lead and aggressively play the role of a facilitator.
- Funding support for computerisation, including initial capital investment for providing solar power to rural branches in remote areas, may be through CDF, the corpus of which has recently been augmented. The support may be in the form of grant or soft loans with a longer repayment period. While an essential minimum contribution

of 15% of the cost should come from the bank, the grant and soft loan components could be 10% and 75% respectively. The soft loan component could be repayable over a period of 5 to 7 years, and the rate of interest could be fixed at appropriate basis points below the prevailing Bank Rate.

**5.4.2** Working Group feels that, the issue needs further in-depth study and debate with technology inputs. With a view to assess the requirements of computerization of co-operative banks across the country, study their specific needs, based on business and geographical requirements, cost effectiveness, cost subsidization and financial support required by the banks and to suggest: a road map, the Working Group suggests that a separate Technical Working Group may be constituted by NABARD. The Group may include IT Professionals like representative of Institute for Development and Research in Banking Technology (IDRBT), Hyderabad, Indian Institute of Technologies (IITs) and Co-operative banks which have already implemented fair degree of computerization. The Group may be required to submit its report within 6 months.

# CHAPTER - 6

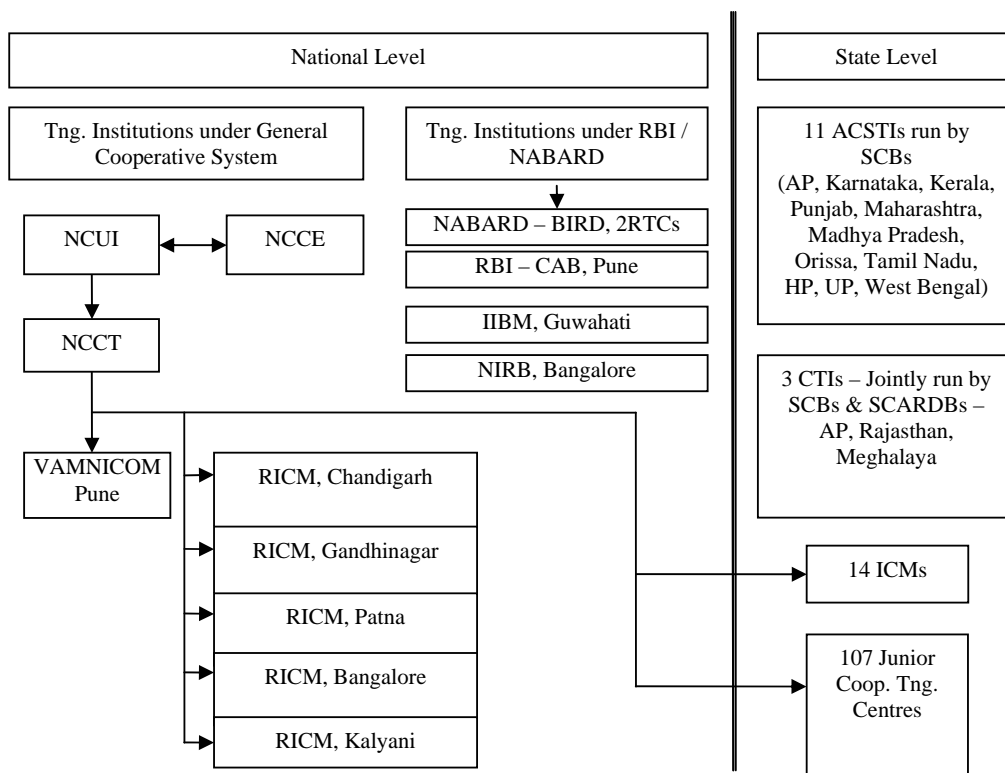
## Training and Capacity Building of staff

### 6.1 An overview of Co-operative Credit System (CCS) Training

**6.1.1** At present, various national and state level training institutes impart training of variable quality and effectiveness to the staff of cooperative banks. The training inputs provided to the staff has limited relevance to the specific needs of the CCS in delivery of financial services. The Board of Directors, vested with the responsibility of business development and management, is also not sufficiently conversant with issues relating to banking business, corporate governance etc. In most institutions, there is no systematic arrangements to impart basic competency for the staff at the entry level, nor any familiarisation or sensitisation programme for the Board members.

**6.1.2** The organizations mainly involved in imparting cooperative education and training are depicted in the following diagram.

### Organisations involved in cooperative education and training



**6.1.3** A Brief outline of names, addresses and activities of these Training Institutions is given in *Annexure-6.1 and 6.2*.

## **6.2 Capacity of the Training Institutions**

**6.2.1** For assessing the training capacity of these establishments, the Work Group has taken 50% of the capacity in case of institutes operating at national level (as they have commitment to train other client institutions as well) and 100% for the training institutes operating at state level. Accordingly, the annual training capacity available is indicated in the following table.

**Table No. 6.1**

*(Persons per Year)*

<b>Institutes</b>	<b>Training Capacity</b>
<b>National Level</b>	
BIRD	4000
CAB	3700
IIBM	800
NIRB	1000
RTCs	2000
<b>Total</b>	<b>11500</b>
<b>State level</b>	
RICMs	9600
ICMs	24000
ACSTIs	13500
ITIs	2500
JTCs	25000
<b>Total</b>	<b>74600</b>
<b>GRAND TOTAL</b>	<b>86100</b>

### **6.2.2 Emerging Issues on Training Strategy**

As on 31 March 2008, approximately 108000 employees were working in the SCBs and CCBs (excluding the PACS staff) spread all over the country. The existing physical capacity of the training institutions appears to be sufficient to cater to their requirements. However, for improving the quality of training, there is a need to enhance the capabilities of the trainers. The training programmes offered at present are not integrated into a systematic training pattern as per need, at various levels. The diploma courses on general cooperative management do not also fully satisfy the needs of the

CCS in subjects related to various aspects of banking and delivery of financial services.

### **6.3 Vaidyanathan Task Force Recommendations**

**6.3.1** *The observations of the Task Force on Revival of Cooperative Credit Institutions, which discussed at length, the issue of training and capacity building in cooperatives are worth quoting:*

- *“It was felt that the training available in the system had largely ignored credit cooperatives at the ground level. Most of the training has traditionally focused on officers in the intermediate and senior executive levels of the cooperatives. The desirable training strategy would meet the needs for training and skills development of a balanced mix of staff, elected representatives and members.*
- *“The existing training programmes are generally archaic and outdated, focused more on issues like the history of cooperation and legal enactments, than on matters pertaining to business and operations. This trend too needs to be set right. The extant training facilities are provided through various channels, including institutions sponsored by the State Governments, CCS (which are substantially supported by NABARD), College of Agriculture Banking, Bankers’ Institute of Rural Development, National Institute of Bank Management, etc.*
- *“Taking into account the number and range of cooperative credit institutions in the country, there is space for all these institutions to play a meaningful role. Having said this, the Task Force would like to clearly state that in the light of the resource support now being recommended by it, the nature and scope of cooperative training cannot be left to the whims and fancies of individual institutions. There is a need to standardize the training programmes and curricula, so that the programmes can be replicated and implemented across the country.”*

**6.3.2** The Working Group feels that capacity building can be achieved by identifying the broad areas of training requirements at the Organisational, Operational and Job performance levels, identify different



categories of trainables and their training needs and designing and delivering appropriate training models with clear delineation of content and coverage and identifying suitable trainers and improving the capabilities.

**6.3.3** For identifying the areas of training or capacity building of the staff of the banks the Working Group had a look at the overall financial health of these institutions. It was observed that 5 out of 31 SCBs and 124 out of 370 CCBs had incurred loss in 2007-08 with 108 having negative net worth and huge accumulated losses. Average recovery level in the CCBs was low at 58% and the NPAs were 19%.

**6.3.4** The above cited situation could be attributed, among others, to poor governance, impairment in management, indifference and insensitivity of staff and Board members to the decline in market share and erosion in the customer-base, inability to adapt to the changing business environment, absence of innovation and diversification in business products.

**6.3.5** The broad areas for capacity building of STCCS thus emerge as - business development including resource mobilization, credit diversification, credit appraisal, follow-up and supervision, asset quality and profitability, principles of corporate governance, attitudinal changes for encouraging development and growth at all levels.

#### **6.4 Current status of capacity building in STCCS**

In order to ascertain the current status, data on the number of staff covered under training, availability of infrastructure for imparting training, efforts of the banks to assess the training needs, etc., were collected through a sample questionnaire and field visits to certain SCBs and CCBs. The observations in this regard are given below:

#### **6.4.1 Coverage of staff under training programmes:**

##### **6.4.1.1 State Cooperative Banks:**

A broad picture about the coverage of different categories of staff of 14 SCBs in various programmes conducted by different training institutes during 2007-08 is given in *Annexure-6.3*. It may be noted that

- i. Only 36% of the total staff of 14 SCBs were trained during the year.
- ii. 62% of officers and 38% of clerical staff were trained.
- iii. The coverage of sub-staff was nominal, at less than 2%.
- iv. For SCBs in Gujarat and Maharashtra, the overall coverage was more than 61%, whereas the coverage by Madhya Pradesh SCB was only 25%, Kerala SCB 23%, J & K SCB 18% and Chhattisgarh SCB 13%.
- v. The overall performance of North Eastern Region was 24.5%.
- vi. Arunachal Pradesh SCB had covered 59% of the staff (including 29% sub-staff) under various training programmes.
- vii. Only four banks viz. Gujarat, Maharashtra, Uttar Pradesh and Arunachal Pradesh showed performance level more than 50%.

##### **6.4.1.2 Central Cooperative Banks (CCBs)**

The coverage of different categories of staff of sample CCBs in various programmes conducted by training institutes during 2007-08 is indicated in *Annexure-6.4*. It is observed that;

- i. During the year, Erode CCB in Tamil Nadu trained 92% of its staff, the highest among the samples collected. Five CCBs had covered more than 60% of staff, five CCBs between 50% and 60%; eight CCBs between 25% and 50%; and 22 CCBs had covered less than 25%.
- ii. No training was undergone by the staff of one CCB in Uttar Pradesh (Kanpur) and two CCBs in Tamil Nadu (Coimbatore and Tanjavur).
- iii. The coverage of officers in the training programmes was 45% followed by clerical staff at 30% and sub-staff at 16%.
- iv. 6 CCBs viz., Bhavanipatna, Balasore, Bhadrak, Angul, United Puri (Orissa) and Darjeeling (West Bengal) deputed officers for training more than once during the year.

- v. No training was imparted to clerical staff in Ratnagiri, Pune (Maharashtra), Guna (Madhya Pradesh), Hardoi (UP), Haridwar (Uttarkhand), Wyanad (Kerala).
- vi. 27 CCBs and 8 CCBs had not deputed their sub-staff and clerical staff respectively, to any training programme.
- vii. Training of staff had been given least priority in some of the CCBs, despite the existence of a number of training institutes in their States.

#### **6.4.2 Other related issues of capacity building**

A sample study of existing training arrangements in 22 CCBs spread over of the country was undertaken by calling primary data from the banks. It was observed that:

- i. Training Needs Analysis (TNA) was done up by only 10 banks.
- ii. 17 CCBs deputed their staff for training at the ACSTI run by their Apex banks.
- iii. One CCB (Satara, Maharashtra) had established its own training centre.
- iv. One CCB (Thrissur, Kerala) arranged training at its own premises by drawing local resource persons.
- v. Two CCBs (Kannur in Kerala and Ongul in Orissa) had deputed their staff to BIRD and RTC Bolpur.

**6.4.3** Areas covered by existing training arrangements by SCBs and CCBs are furnished in *Annexure-6.5 and 6.6* respectively. The banks had also suggested a few subjects in the training curriculum (*Annexure-6.7*). Taking all these into account the Working Group makes the following recommendations.

#### **6.4.4 Training needs of SCBs and CCBs as assessed by Working Group**

##### **6.4.4.1 Training needs of staff and officers of SCBs**

- Risk management including Asset Liability Management
- Business development, appraisal of projects.

- Profit planning.
- Fund and investment management: Prudent deployment of funds to maximize return on investments.
- Personnel management and industrial relations
- KYC norms and Vigilance
- Organisational responsibilities of balancing centre: to improve the efficiency of the operations of SCB as a balancing centre.
- Institutional Development: Guiding, directing and monitoring the CCBs to perform their role including their responsibilities to the primaries. These include behavioral inputs relating to change management, development of right attitude towards the organizations depending on the higher tier and the responsibility of the higher tier for the development of lower tier organizations.

#### **6.4.4.2 Training needs of staff and officers of CCBs**

- Banking Law and Practices
- Resource mobilization
- Credit diversification
- Asset quality maintenance and NPA management
- Risk management
- Fund and investment management
- Profit planning at branch and bank level
- Motivation, attitude and personality development
- Stabilization and standardization of accounting systems - installing proper accounting systems, institutionalisation of procedures and required checks and balances commensurate with the level of operations; monitoring systems and establishment of structured MIS resulting in improved house keeping
- Financial Inclusion
- Vigilance
- Customer relationship and KYC Norms
- Computerisation and networking - leveraging technology for improving operational efficiency of the affiliated societies, branches and bank as a

whole and to adopt modern technology to achieve the goals of the institution.

- Institutional Development: Developing, monitoring and guiding the affiliated societies including PACS.

#### **6.4.5 Training needs of elected members of SCBs and CCBs**

The Board of Directors is the vital link in providing superintendence, direction and guidance at each tier of STCCS. The Board of Directors (BoDs) is primarily responsible to lead the bank in the most efficient and transparent manner, providing direction through exercising effective control on the bank. As such, the Directors need to have a deep understanding of their roles and responsibilities. Under the Revival Package of STCCS, the role and responsibility of the BoDs would be critical in the sustainability of the credit cooperatives.

**6.4.5.1** The Working Group identified the areas of training for the Board of Directors, CEO and Senior Executive under STCCS, as follows:

- Cooperative Banks in changing banking scenario- GoI Revival package for STCCS
- Change Management, Leadership Development and Role of Board of Directors
- BR Act, Cooperative Societies Act and other Acts related to banking.
- Corporate Governance - Role and responsibilities as per the provisions of Coop. Bank Act and Bye-laws.
- Business Diversification, Consortium financing, Financial Inclusion
- Loan Policies and Documentation.
- Understanding the health of cooperative banks through financial statements or balance sheets- Analysis of Balance Sheet
- Funds and Investment Management
- Risk Management - Assets and Liability Management
- Board Meetings – Agenda with reference to NABARD Guidelines
- Profit Planning and Development Action Plan
- Internal control systems, Inspection, Audit and Compliance

- Human Resources Development (HRD)
- Change Management - moving towards self governance and guiding the affiliated organizations
- Behavioral inputs - attitude, negotiating skills, weighing of options and tradeoffs in decision making process
- Business development and profit planning.

## **6.5 Conclusion and Suggestions**

**6.5.1** Improving and developing the quality of manpower in the cooperative credit institutions is a must so as to acquire competitive edge over others, face the challenges in a robust manner, develop business in diversified areas, adopt innovative avenues to raise resources, improve the quality of appraisal and bring transparency and fairness in day to day operations and to enjoy better credibility in the market. The training needs and the gaps in training delivery need to be addressed in a mission mode. The Working Group suggests that:

- Training should be treated not as an expenditure but as an investment
- Training needs should be identified by each bank in a comprehensive and systematic manner.
- Training is not a routine exercise and should be need based and demand driven.
- Quality of training inputs could be upgraded through standardization of training modules, reading material, etc.
- Training efficacy and its impact should be measured and be used for refining further training inputs.
- More focus and emphasis to be given for on location programmes.
- Greater stress on training of Clerical and Support staff.
- Motivational talks or lectures could be organized at the bank or branch level especially for the Group C staff.

**6.5.2** There is scope for improving the capabilities of trainers especially in training methodology and delivery. Possibilities for distance and e-learning need to be explored.

### **6.5.3 Standardization of training design and delivery**

The training programmes and contents are not standardized. This together with a lack of in depth TNA, results in high variability in training quality and limited relevance for the actual work situation of the staff and officers of cooperatives banks. This points to the need to have a forum for coordination among all TEs in designing programmes or modules for banks. In this connection, NABARD has established the “Centre for Professional Excellence in Cooperatives” (C-PEC) in BIRD, Lucknow with GTZ support.

The C-PEC would focus its efforts on building an effective network to develop a cadre of technical and professional competence in the CCS with due emphasis on banking operations and delivery of financial services. The Centre will be mainly engaged in the following strategic tasks:

- Arrange “Specialized Training” for CEOs and other senior executives in the CCS at national level institutes for imparting knowledge and developing specific skills in management, governance, business planning and development etc.
- Certification of Training Institutions under the fold of CCS by way of “Accreditation” to ensure desired standards of training.
- Designing of standardised and need based training modules, preparation of training materials and study kits with scope for local refinements to achieve “Standardisation” of training with a national character;
- Certification of professional competencies of Trainers, Coop. Bank staff, officials and board members of CCS by way of “Examination and Certification”.
- Conduct related works, like studies, research, TNAs, cooperative conventions, seminars, publications, etc. which contributes to developing a cadre of professional competence in cooperatives.

Cooperative banks may avail the services offered by C-PEC.

NABARD may provide part funding support out of CDF by way of reimbursement of fees for obtaining accreditation from C-PEC by the

training Institutions and trainers. Training programmes conducted by such accredited trainers could also be financially supported by NABARD.

#### **6.5.4 Training Needs Analysis (TNA)**

**6.5.4.1** BIRD, NBSC and NABARD Regional Training Colleges at Mangalore and Bolpur may assist cooperative banks in undertaking TNA in order to assess the training needs on more scientific basis and draw up customized training programmes for them. NABARD may also provide CDF funding for the TNA of co-operative banks undertaken by the above mentioned institutions.

**6.5.4.2** On the basis of TNA, training programmes for the staff and officers may be decided at the beginning of the year in one go by a Committee of officers headed by the Chief Executive Officer and accordingly they may be deputed for various training programmes.

#### **6.5.5 Application of Training Inputs**

The placement policy should take into account the training received and skills acquired. The TEs also should obtain a post-training on its efficiency, feedback after a specified period, say 6 months.

**6.5.6** The ACSTI may be headed by a professional in Training methodology and techniques to be directly recruited from open market.

**6.5.7** The course curriculum may be reviewed and revised periodically.

**6.5.8** The Standing Committee of the ACSTI may be broad-based by including professionals from the local management institutes, if any.

**6.5.9** An Employee Attitude Survey (EAS) may be conducted once in five years to capture the attitudinal problems of the employees and to initiate necessary corrective measures by training and ODI interventions.



**6.5.10** Training programmes may be organized for the members of the Board of the Banks at regular intervals.

**6.5.11** A monitoring and review mechanism may be instituted in the NABARD Regional Office for the capacity building measures.

# **CHAPTER - 7**

## **Human Resource Policy for SCBs in the North Eastern Region (NER)**

### **7.1 Introduction**

**7.1.1** The NER of India constitutes the eight States of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura. The total geographical area of NER is 18.4 M.ha of which 51% forms forest area. Total population stood at 39 million as per 2001 census with literacy rate of 69%. Of the total population 47% is tribal and 52% tribals are Below Poverty Line. The natural disadvantages of the region are lack of basic infrastructure, increasing insurgency, isolation and remoteness. The factors impeding banking and financial development are the difficult topography of the region, sparse settlements of population, infrastructural bottlenecks, low level of commercialization, lack of entrepreneurship, unsettled law and order condition, land tenure system in hilly areas and lack of awareness of banking services.

**7.1.2** In view of the uniqueness of the Region and the problems faced by the banks, the Working Group was of the view that the banks in the Region would require a different approach. Accordingly, separate discussions were held with the CEOs of the SCBs in NER to understand the prevailing situation and formulate appropriate norms relating to HR issues for the SCBs in the region.

### **7.2 Banking Scenario and Outreach**

**7.2.1** 8 RRBs with a branch network of 662 branches (as on 31.3.2008), operates in these States. The commercial banks functioning in the region are mainly SBI, UCO Bank, Canara Bank and Allahabad Bank with their vast branch network.

**7.2.2** As regards the short-term cooperative structure, there are eight SCBs operating in the two tier structure through their 228 branches, providing banking facilities to more than three lakh members including borrowers. All the 8 SCBs in the Region are non-scheduled banks, of which 5 (Arunachal Pradesh, Meghalaya, Mizoram, Nagaland and Sikkim) are licensed and 3 banks viz. Assam, Nagaland and Tripura are not complying with provisions of Sec 11(1) of BR Act, 1949, as on 31.3.2008. The lone CCB in the region, in Sivasagar district of Assam, was rendered defunct due to its precarious financial position. At the grass root level, almost all the PACS, LAMPS and FSS and other societies are dormant on account of their functional debilities.

**7.2.3** The financial position of the short term co-operative credit structure (SCBs) in the Region as on 31 March 2008 is given below.

**Table No. 7.1**  
**Financial position of SCBs in NER as on 31 March 2008**

*(Rs. Crore)*

State/Union territory	Branches (No.)	Total Staff (No.)	Share Capital	Deposits	Borrowings	Loans Outstanding	Profitability		Accumulated Losses
							Profit	Loss	
Arunachal Pradesh	32	319	19249	76	181	132	-	13	158
Assam	68	716	669	642	1	289	-	12	93
Manipur @	10	117	3934	42	138	96	35	-	33
Meghalaya	41	568	637	719	34	194	2	-	-
Mizoram	11	139	497	184	43	123	4	-	6
Nagaland	21	230	3063	187	1	59	0.25	-	32
Sikkim	6	31	1017	70	4	17	2	-	-
Tripura	39	251	839	330	8	136	3	-	48

### **7.3 Categorization of SCBs and Manpower Assessment**

**7.3.1** To categorize the SCBs in NE states, the bank-wise data of all eight SCBs on their total business level (deposits and loans outstanding) and branch network as on 31 March 2008 was reviewed. It was observed that their business level varied between Rs.87 crore (Sikkim SCB) and Rs.931 crore (Assam SCB). A positive correlation between the branch

network and the business level was also observed, for example, Assam SCB with the highest number of branches (68) had the highest business level of Rs.931 crore, while Sikkim SCB with the lowest business level of Rs.87 crore had a network of the least number of branches (6). The volume of business of the SCBs showed correlation coefficient of 0.86 with SCB branch network in the region.

**7.3.2** In view of the limitations for opening more branches due to difficult terrain, adverse law and order situation in the region, and given the high correlation coefficient between the total business of the SCBs in the region and their branch network, it was decided to categorise the SCBs on the basis of the volume of their total business alone.

**7.3.3** Keeping in view the present business levels, and assuming the future prospects of business in the wake of reform package, ADWDR scheme, financial inclusion and introduction of technological innovations etc. the SCBs in the region have been categorised, based on their total business level, as under :

**Table No. 7.2**  
**Categorisation of SCBs in NER**

<b>Category</b>	<b>Total Business (Deposits + Loan Outstanding)</b>	<b>No. of SCBs (as on 31.3.2008)</b>
A	Above Rs.300 crore	4
B	Upto Rs.300 crore	4
	<b>Total</b>	<b>8</b>

#### **7.4 Organisation Structure of SCBs in NER**

**7.4.1** The NE States are having two-tier structure under cooperative sector with Apex bank at a state capital and branches at the districts, taluk and village levels. Almost all the PACS, LAMPs and FSS at the grass root level, are dormant. These societies are affiliated to the Apex bank of the state and are availing credit and other banking facilities from the respective branches of the Apex bank. These societies are governed by the State Govt. concerned as per the State Cooperative Societies Act and their affairs are

managed by their elected Board under the administrative control of the RCS of the State. Normally the local Branch Manager of the Apex bank is appointed as Nominee Director on the Board of these societies.

**7.4.2** Keeping in view the size and volume of business of the SCBs in the NER, the Working Group is of the view that the typical Departmental set up at the HO of SCB in category 'A' could be as given in *Annexure-7.1(a)*, with 6 Departments and 9 Divisions and a Vigilance Cell. As regards SCBs in Category 'B', there could be 3 Departments and 5 Divisions and a Vigilance Cell {*Annexure-7.1(b)*}. However, regrouping or merging of the Departments may be done by the Board, if required, keeping in view the level of business and the activities undertaken. It is suggested that there could be three categories of staff – Officers, Clerical staff and Support Staff. Officers could be in three levels i.e. Senior Management (SM), Middle Management (MM) and Junior Management (JM). At present, there is no uniformity in the designations adopted by various banks in the region. While leaving it to the respective banks to decide on the appropriate designations and the number of posts, it is suggested that Senior Management may have two Grades i.e. Grade-I designated as Chief General Manager or General Manager and Grade-II designated as General Manager or Deputy General Manager. Middle Management may have two Grades i.e. Grade-I designated as Assistant General Manager and Grade-II designated as Chief Manager. Junior Management may have only one Grade, designated as Manager or Officer or Accountant, etc. as per functions undertaken.

#### **7.4.3 Staffing pattern for Head Office**

The staff strength of the Head Office has been considered keeping in view the Organisation structure proposed in the previous paragraph.

**7.4.4** The appointment of CEO of the bank is required to be made on the basis of 'Fit and Proper' criteria prescribed by the Reserve Bank of India. The CEO will be assisted by CGM or GM and other officers, whose number

may vary depending on the category of the bank. The departmental heads can be in one or more scales below the CGM or GM, depending on availability of officers in these scales and the importance of the Department. The banks may have to take a considered view in this regard.

**7.4.5** Taking into consideration the above aspects and keeping in view the technological support that can be made available to banks these days, the staff strength of Head Office has been suggested below:

**Table No. 7.3**  
**Staffing pattern in SCB Head Office of NER (Indicative)**

Level	Category of SCBs	
	A (Business Above Rs.300 cr)	B (Business Upto Rs.300 cr)
Sr. Management	*	4
Middle Management		6
Jr. Management		20
Clerical Staff		34
Office Attendants (Sub Staff)		12
<b>TOTAL</b>		<b>76</b>

\* To be decided by the bank keeping also in view, the pattern suggested for Category B

## **7.5 Categorization of branches**

**7.5.1** The Working Group also examined the branch-wise data received from SCBs in respect of business, number of accounts, affiliated societies and the existing staffing pattern. The business of the branches, in respect of 58 branches for which data were received, ranged from Rs. 0.90 crore (Jorethang Branch of Sikkim SCB) to Rs. 143 crore (Jowai Branch of Meghalaya SCB). Taking into account the average business range of the branches of SCBs in the NER, the Group decided to categorise the branches also on the basis of business volume.

**Table No. 7.4**  
**Recommended Categorization of Branches of SCBs in NER**

Branch Category	Business level
<b>A</b>	Above Rs. 40 crore
<b>B</b>	Above Rs.15 crore and up to Rs.40 crore
<b>C</b>	Above Rs.5 crore and up to Rs.15 crore
<b>D</b>	Up to Rs.5 crore

**7.5.2** Keeping in view the current deployment of staff in the branches, projected growth in branch network and business over the next 5 years, aspirations for career progression for the staff, a model staffing pattern (indicative) in various categories of branches is indicated below:

**Table No. 7.5**

**Recommended Staffing Pattern in Branches – SCBs in NER (Indicative)**

<b>Branch Category/ Retail Business Level</b>	<b>Branch Manager (MM-II)</b>	<b>Asstt. Mgr./ Account- tant (JM)</b>	<b>Asst. Mgr./ Field Officer (JM)</b>	<b>Sr. Assts.*/ Jr. Asst **</b>	<b>Sub- Staff</b>	<b>Total</b>
Above Rs.40 crore (A)	<i>To be decided by the bank keeping in view the pattern suggested for other categories</i>					
Rs.15 to Rs.40 crore (B)	1	1	1	3	3	<b>9</b>
Rs.5 to Rs.15 crore (C)	1	1	1	3	2	<b>8</b>
Upto Rs.5 crore (D)	1	1	-	3	1	<b>6</b>

*\* Includes Field Supervisor and other technical staff*

*\*\* Includes clerks, clerk-cum-cashier and such other staff*

**7.5.3** In addition, to the above,

- For every active 8 to 10 PACS (inclusive of other societies), one field supervisor may be posted.
- For every 1000 deposit accounts, one clerk may be posted. (Weightage to be given to deposits from individuals and institutions other than cooperatives, for determining the staff strength of the branch).
- One field officer for each active 1000 loan accounts.
- One accountant for 2000 active accounts (deposits + loans)
- The staff requirement would have to be reassessed in case of Total Branch Automation.
- The district branches of SCBs may also be actively involved in monitoring of PACS within the jurisdiction of the branch.

**7.6** Any additional financial liability on account of recruitment of staff may be subject to the following:

- i. Volume of business: The bank should have a business level, where the staff cost (including the compensation to be paid as a result of recruitment of additional staff) is within the range of 20-30% of the total income (net interest income plus other income). Besides, the cost of management (including the compensation to be paid as a result of recruitment of additional staff), should not exceed 2% of the working fund and 40-50% of total income.
- ii. Profitability and Capacity to pay should be important criteria while working out staff requirements i.e. the bank should be working at net profit for the last three consecutive years; the net profit should be arrived at after making necessary statutory provisions and reserves, including NPA provision and also after providing fully for interest payable on deposits and borrowings, etc; the bank should have no accumulated loss. Additional financial liability for payment of compensation to staff should be within the net profit earned by the bank during the corresponding year so as not to have any adverse effect on the profitability of the bank. However, after the implementation of the recommendations of the Vaidyanathan Task Force as a one-time measure, there will be a need to take a different view in the case of weak banks {not complying with Sec.11 (1) of BR Act, 1949 (AACS)}, many of which had not recruited staff for a number of years and would need to deploy staff for recovery, business development etc. so as to come back to current profit levels. Based on the parameters mentioned in this Report, such banks may make a realistic assessment of their staff requirement and redeploy their staff. If recruitment is warranted, they may also go for it with the approval of their Boards.
- iii. The bank should maintain Capital to Risk Weighted Assets Ratio (CRAR) level as may be fixed by RBI with effect from the date of introduction of the said norms by RBI.



### **7.7.1 Other aspects**

While assessing the staff requirement on the basis of the above norms, the following factors may also be kept in view:

- Every branch has to necessarily aim to function as a profit center.
- Adhoc appointment of staff may be stopped.
- The staff requirement would vary depending on the level of automation.
- Job specific deputation or short term deputation may be considered, based on requirements.
- In the case of existence of excess staff, avenues for redeployment of such staff, introduction of Voluntary Retirement Scheme etc. may be considered.

**7.7.2** The Group suggests that the following measures also may be introduced for better management of Human Resources:

- Unique Identification Number (UIN) for all employees of the bank
- Issue of identity card and liveries to the employees, for instilling a sense of belonging.
- Every SCB may have its own Logo for building up its identity and brand image.
- Every SCB may also have a mission statement highlighting its goals and objectives.

## **7.8 Recruitment**

**7.8.1** The size of SCBs and their branches varies within the NE States on various parameters viz. business products, natural endowments and the type and number of affiliated societies. The details of total business (deposit + advances), number of branches and total staff of SCBs in NE States as on 31 March 2008 were as under:

**Table 7.6**

Sl. No.	State	Total Business (Rs.Crore)	No. of branches	No. of affiliated societies	Staff Strength		
					HO/RO	Branches	Total
1	Arunachal Pradesh	208	32	95	70	249	319
2	Assam	931	68	766	113	603	716
3	Manipur @	138	10	186	54	63	117
4	Meghalaya	913	41	482	158	410	568
5	Mizoram	307	11	122	39	100	139
6	Nagaland	246	21	2,975	74	156	230
7	Sikkim	87	6	180	9	22	31
8	Tripura	466	39	270	29	251	280

@ - Position as on 31 March 2007

**7.8.2** The practices followed in personnel policy are mainly government driven and controlled. The highlights of the current recruitment and personnel policy in the SCBs in the region are as under:

- The policy is governed by the respective Staff Service Rules.
- Staff strength, pay and allowances, etc. are determined by the Board of Directors with prior approval of RCS.
- Direct recruitment is undertaken at the lowest level (subordinate staff), Clerical staff and at the entry level of officers.
- MD or CEO is mostly on deputation from the State Government or recruited directly by the Board. (For instance Shri S.K. Saha, MD Tripura SCB is a retired Chairman of Tripura RRB and Shri B.N. Chakraborty, GM, Sikkim SCB is a retired senior officer of NABARD).
- The vacancies of middle management grade officers are filled up through promotion from the lower grades.

All the eight NER States have since accepted the recommendations of the Vaidyanathan Task Force. In the case of Sikkim and Tripura, amendment of Cooperative Societies Act has also been made.

### **7.8.3 Recruitment - Current Status**

**7.8.3.1** The recruitment of staff is undertaken through advertisement published in local newspapers with the approval of the Board of the bank. The eligibility criteria are designed with reference to the educational

qualification, age and local requirements. The process is finalized after interview by the 'Appointment Committee' (normally comprising the Chairman, General Manager and the Asst. or Joint Registrar of Cooperative Societies), nominated by the Board of the bank.

**7.8.3.2** There has been no recruitment in almost all the banks in the region except Sikkim and Tripura where recruitment was done in 2009. In Sikkim the written test and interview were conducted by a Selection Committee constituted by the Board, whereas in Tripura, written test was conducted by an HR agency viz. Rural Development Consortium, Kolkata. The experience of Tripura SCB in recruitment of staff through the agency was satisfactory in as much as the entire process could be completed in a short time in a cost effective manner.

#### **7.8.4 Recruitment – Qualitative & Quantitative Assessment:**

**7.8.4.1** An analysis of the age profile of the staff of the SCBs in the region shows that in the case of Assam SCB, although only less than 15 % of the staff would be retiring in the next five years, about 37% would attain the age of superannuation in the next ten years. Similarly, in the case of Tripura SCB, as much as 31% of its officers would be retiring in the next five years. Accordingly, suitable recruitment policy is required to be formulated to ensure that these vacancies are filled in a phased manner. In the case of other SCBs in the region, the age-profile of the staff is quite favorable as only 8 to 25% of their officers and clerical staff will be retiring in the next ten years.

**Table No. 7.7**  
**Age-Profile (as on 31.3.2008)**

SCB	Less than 50 years			50 to 55 years			Above 55 years		
	Officers	Clerical staff	Sub-Staff	Officers	Clerical staff	Sub-Staff	Officers	Clerical staff	Sub-Staff
Assam	120	235	98	51	46	64	36	25	41
Meghalaya	58	211	97	32	55	86	4	7	10
Mizoram	42	69	18	8	1	5	1	-	2
Nagaland	44	99	52	13	6	4	6	4	2
Sikkim	27	-	5	-	-	-	2	-	-
Tripura	55	67	36	3	15	18	26	7	13

**7.8.4.2** The educational profile of the staff reveals that a very large proportion of the officers and clerical staff in Meghalaya, Nagaland and Tripura (about 60%, 33% and 30% respectively) are undergraduates, whereas in Assam only 7% are undergraduates. Sikkim SCB, which is a relatively new bank has only graduate or post graduates. Only Assam, Meghalaya and Sikkim SCBs have a few officers with Specialised Qualifications viz. MBA, IT, Law, Engineering, etc. As such, there is a need for the other banks also to recruit a few professionally qualified staff at the Junior and Middle Management level.

**Table No.7.8**  
***Educational Profile of the Staff (as on 31.3.2008)***

SCB	Officers				Clerical Staff			
	No. of Post Gradu-ates	No. of Gradu-ates	With Special Qualifi-cation	No. of under gradu-ates	No. of Post Gradu-ates	No. of Gradu-ates	With Special Quali-fications	No. of under gradu-ates
Assam	12	155	10	30	2	296	-	8
Meghalaya	8	37	4	45	7	82	3	181
Mizoram	7	41	-	2	-	35	1	30
Nagaland	6	26	-	31	2	36	-	28
Sikkim	4	22	3	-	-	-	-	-
Tripura	3	41		40	11	56	-	22

**7.8.5** The Group felt a need for rationalization of various categories of posts and to recruit only in such posts. The recommendations, therefore, are as under:

- i. There could be three categories of posts in the SCBs in NER viz.  
Group 'A' – Officers  
Group 'B' – Clerical staff designated as Banking Assistants  
Group 'C' – Sub-staff designated as Office Attendants
- ii. The Board may create posts taking into account actual requirement based on business volume, categorization of bank and branches, business activities, etc. The vacancies may be assessed every year as per suggested norms covering both existing and those falling vacant in

the ensuing year on account of superannuation, resignation, etc. As regards recruitment from open market is time consuming, the same may be planned at least a year in advance so as to complete the recruitment process in time.

- iii. The process of written examination under direct recruitment for the post of officers and employees other than support staff may be entrusted to any state level organisation, which is reliable and specialized in recruitment in a cost effective manner. This organisation could short-list the candidates through written examination while the interview of such short-listed candidates may be entrusted to a Committee constituted by the Board of the bank. Such a Committee if considered necessary could also include a representative from NABARD or local Commercial Bank or RRB, to ensure fair and free selection of deserving candidates.
- iv. IBPS may consider preparing a road map or strategy for professionalizing the recruitment process of cooperative banks in the NE Region, for which funding support may be provided by NABARD. In case IBPS finds it economically not viable for conduct of such tests for individual banks for recruitment against limited number of vacancies, the Rural Development Consortium may be assisted and encouraged to develop their capabilities further, to equip them to provide such assistance to SCBs in of the Region. They may be provided necessary technical support and assistance by IIBM, BIRD, NBSC and RTC Bolpur, in this regard.
- v. In direct recruitment, proficiency in local language is a must and age relaxation upto maximum five years may be considered for confirmed staff candidates. The suggested parameters for direct recruitment at various scales of officers and other staff are as under :

**Table No. 7.9****Direct Recruitment – Eligibility Parameters**

<b>Category of staff</b>	<b>Age</b>	<b>Minimum Educational Qualifications</b>	<b>Recruitment Agency</b>	<b>Recruitment Process</b>	<b>Remarks</b>
Office Attendants Group C (Support Staff)	18 – 30 Years	Passed Class X and not more than class XII (+ appropriate skills e.g. Driver)	Bank's Committee	Interview by bank's Committee	Vacancies to be advertised in local news papers with reasonable circulation.
Banking Assistants Group B (Clerical Staff)	18 – 30 Years	Graduation with 55% marks, Commerce graduate with 50% (+ Computer Knowledge)	External Recruitment Agency (for Written Test and evaluation of papers)	Interview by Bank's Committee constituted by the Board	Appropriate skills for recruitment to specific posts. Recruitment to include test on computer skills
Officers Group A (Officers in entry level)	18 – 30 Years	Graduation with 60% marks and Commerce Graduate with 55% (+ Computer Knowledge)	External Recruitment Agency (for Written Test and evaluation of papers)	Interview by Bank's Committee constituted by the Board	Preference to candidates with post graduation as also with qualifications in disciplines like Economics, Statistics, etc and also additional qualifications like Diploma from Indian Institute of Banking & Finance, Mumbai. Additional weightage for Technical, professional qualifications, CAIIB and Experience in the relevant field for Specialist Officers. Candidates shortlisted for interview to be tested for practical use of computers.

- vi. The cadre-wise work expectations are as under :
- Group 'C' (support-staff) - Office Attendants to work both at office and at field duties.
  - Group 'B' (clerical staff) - Banking Assistants should have flexibility in deployment of work relating to data entry, clerk-cum-cashier, typist, stenographer, etc. while in office and field duties in addition to office work.
  - Group 'A' (Officers) - Direct recruitment in Grade I to III. Persons with computer skills, technical graduates in IT, Specialisation in Agriculture, Loan, Treasury, Banking etc. are also to be placed in the common pool of officers

- vii. Appointment of CEO - Professionally qualified person to be appointed as CEO based on fit and proper criteria issued by RBI.
- viii. Proportion of Direct recruitment vis-a-vis promotions - With a view to have a mix of younger officials with experienced ones for improved performance, the recommended ratio for recruitment through direct recruitment and promotion in different grades may be as under :

**Table No. 7.10**

**Ratio of Direct Recruitment and Promotion in various cadres**

<b>Sl. No.</b>	<b>Category</b>	<b>By Direct Recruitment</b>	<b>By Promotions</b>
1	Group 'C' - (Office Attendants/Skilled staff)	100%	-
2	Group 'B' - (Banking/Office Assistant)	90%	10%
3	Group 'A' - (Officers)		
	Junior Management	50%	50%
	Middle Management-II	25%	75%
	Middle Management-I	10%	90%
	Senior Management-II	-	100%
	Senior Management-I	-	100%

## **7.9 Promotions - Current status**

**7.9.1** Promotions are at present, based on seniority. This leads to frustration among meritorious employees and results in a lack of reasonable career progression.

### **7.9.2 Promotion Policy – Suggestions**

- i) Conduct of written examinations for promotion to clerical staff and also to Officers post may be outsourced to reputed regional agency, followed by an interview of short-listed candidates by a Committee constituted by Board of the bank.
- ii) Promotion policy should be clearly defined with well-set guidelines for career progression, free from any anomaly and ambiguity. The policy could be instrumental in removing stagnation and demotivation and in providing due weightage to experience and rewarding good performers.

iii) The recommended promotion channels to achieve the objectives are as under :

- Normal Channel - based on seniority-cum-merit, it is aimed at career progression of senior and experienced staff.
- Fast Track Channel - based on merit-cum-interse seniority, aimed as an incentive for meritorious and good performing staff.

**7.9.3** The suggestions on category-wise ratio and eligibility criteria for promotions through 'Normal' and 'Fast track' channels are given below:

**Table No. 7.11**

**Ratio of Fast Track and Normal Promotion in various cadres**

Category	Ratio for consideration		No. of qualifying years	
	Normal	Fast	Normal	Fast
Group 'B' to JM	70	30	10	06
JM to MM-II	60	40	08	05
MM-II to MM-I	60	40	06	04
MM-I to SM-II	50	50	05	03
SM-II to SM-I	100	-	-	-

*JM – Junior Management, MM – Middle Management, SM – Senior Management*

**7.9.4** The concept of 'right person for right job' may be introduced to ensure that the person with the right blend of attitude and skill sets is placed in an appropriate position.

## **7.10 Transfer Policy**

**7.10.1** All the SCBs in NE States have evolved their own transfer policy with the approval of Board of Directors. Although the policy has decided certain yardsticks, the same is reportedly not transparent and is applied with discrimination, without reviewing it at periodical intervals. As per practice prevailing in the states of Assam, Tripura and Meghalaya, the Officers are transferred after putting in minimum three years service at any centre, while in the case of clerical staff the transfers are considered based on requirements, exigencies or on the request of staff on their personal difficulties.



**7.10.2** The banks may consider formulating a transparent transfer policy with the following objectives:

- i) Longer tenure in the same place or desk should be avoided.
- ii) Transfers be need based to improve efficiency and performance of the staff
- iii) Transfer to be an instrument for career progression through exposure to various operational areas of the bank at different tiers and for judicious deployment of staff.
- iv) Liberalized norms for transfer may be framed for women and Persons with Disabilities (PWD).

**7.10.3** The recommended guidelines for transfer policy are:

**For Group 'A' (Officers)**

- i) CEO of bank should be the Competent Authority for transfer and In-charge of H R Department should be delegated necessary powers for transfer of Officers in JM.
- ii) All Officers would be subject to transfer anywhere within the area of operation of the bank.
- iii) New recruits and officers other than specialists should have gained sufficient exposure in branches before being given independent charge of branch.
- iv) Tenure should, normally, be three to five years, subject to exigencies and administrative convenience.

**For Group 'B' – Clerical Staff**

- i) In-charge of H R Department may be the Competent Authority for transfer of staff.
- ii) Group 'B' staff would be subject to transfer anywhere in the area of operation of the Bank.
- iii) Normal tenure may be five to seven years subject to exigencies and administrative convenience.

### **For Group 'C' – Support Staff**

- i) Competent Authority may be an officer delegated by the CEO of the bank
- ii) Group 'C' staff may be subject to transfer to any branch within the area of operation of the bank.
- iii) Normal tenure may be not more than seven years subject to administrative convenience or exigencies.

### **7.11 Outsourcing of services**

**7.11.1.** To control the cost of management and to address the shortage of manpower, banks may consider outsourcing the under noted non-core functions.

- i. Sweeping, cleaning and maintenance
- ii. IT and software development and maintenance
- iii. Training and Capacity Building of staff
- iv. Legal service
- v. Drivers
- vi. Canteen Services
- vii. Business facilitators, intermediaries and recovery agents
- viii. Courier service
- ix. Binding, Photocopying and scanning services
- x. Security guards

It is not an exhaustive list but only illustrative. Depending on local availability of services and cost effectiveness, the banks may take a view.

### **7.12 Service Rules for Officers and Employees**

There is a need to formulate uniform Service Rules for officers and Employees of the banks in the wake of uniform recruitment, promotion and transfer policies. The Board of Directors of banks may undertake a comprehensive review of Service Rules to incorporate required changes so as to bring uniformity in the service conditions of the staff.

## **7.13 Computerisation in banks**

**7.13.1** The banks in the NE States are located in rural and semi urban areas and their branches are functioning in far-flung and remote locations. Therefore, computerisation in these banks is fraught with hurdles like lack of infrastructural facilities, interrupted power supply, non availability of qualified professionals and non-competency of existing staff to use the technology.

**7.13.2** However, it is gratifying to note that some SCBs in the region have already commenced computerisation at their HO and a few branches. As per information received from some of the SCBs, the status of computerisation as on 31 March 2008, is as shown hereunder:

**Table No. 7.12**  
**Status of computerisation in SCBs of NER**

<b>Sr. No.</b>	<b>SCB</b>	<b>Total branches</b>	<b>Computerisation of branches</b>	
			<b>Fully</b>	<b>Partly</b>
1	Assam	68	15	04
2	Mizoram	11	05	01
3	Nagaland	21	06	-
4	Tripura	39	21	-
5	Sikkim	06	04	-
6	Meghalaya	41	21	20

### **7.13.3 Suggestions on Computerisation**

- i. As suggested in Chapter 5 of the Report, a separate Technical working Group may look into issues relating to computerization of co-operative banks, study their specific needs based on business and geographical requirements, cost effectiveness, cost subsidization, financial support required etc. and suggest a road map for computerization.
- ii. Introduction of CBS in the cooperative banks is a necessity. Over the years, the cost of technology has declined considerably. However, for

standardisation and taking advantage of economies of scale, NABARD may take the lead and aggressively play the role of a facilitator.

- iii. Funding support for computerisation, including initial capital investment for providing solar power to rural branches in remote areas, may be provided from NABARD's CDF. The support may be in the form of grant or soft loans with a longer repayment period. While an essential Minimum contribution of 5% of the cost should come from the bank, the grant and soft loan components could be 20% and 75% respectively. The soft loan component could be repayable over a period of 5 to 7 years, and the rate of interest could be fixed at appropriate basis points below the prevailing Bank Rate. In the case of financially weak banks, NABARD may consider increasing the grant component up to 30% with consequent reduction in the soft loan component.

#### **7.14 Training and Capacity Building of staff**

The training process is instrumental in improving and developing quality manpower so as to acquire competitive edge over others to face the emerging challenges in business development in diversified areas, adoption of innovative avenues to raise resources, improve quality of credit appraisal and lending for better credibility in the market.

**7.14.1 Existing Training Arrangements:** The training arrangements for cooperative banks in North Eastern Region are grossly inadequate and there is no systematic arrangement to impart basic competency for the staff at entry level. Training is mostly conducted at IIBM, Guwahati and MDMI, Shillong. Due to the locational disadvantages and time and cost factors, there has been difficulty for these banks in deputing their staff to other national level institutions viz. BIRD Lucknow, CAB, Pune, RTC Bolpur, etc. Some SCBs are arranging in-house training for officers at their own premises as per the requirements. Training Need Analysis (TNA) has not been attempted by in most of the SCBs and wherever done, the same has not been done in a rational and realistic manner.

**7.14.2 Areas covered by Training:** The areas currently covered pertain to credit appraisal and monitoring, prudential norms, recovery of NPAs, cooperative banking and rural credit management, computer application and accounts, investment portfolio management, micro finance, control audit, agri project appraisal, customer relationship management and marketing, Know Your Customer (KYC) and asset liability management, preventive vigilance, banking and rural development, financing of SMEs, CAS, SHG linkage, loan policy and procedure and detection of forged notes.

**7.14.3 Training needs of elected members of SCBs:**

In view of the responsibilities vested with the Board of Directors and their role in the sustainability of the cooperatives in rural lending, it is necessary for them to have a deep understanding of their roles and responsibilities through appropriate sensitisation training. Therefore, the training areas for Board of Directors, CEO and senior Executives of the bank should include management and leadership development, cooperative act provisions, governance, business diversification, consortium financing, financial inclusion, loan policies and documentation, balance sheet analysis, funds and investment management, profit planning and development action plan, HRD aspects, negotiating skills and decision making etc.

**7.14.4 Training needs of staff and officers of SCBs:**

The SCBs being balancing centre for organisational responsibilities, have to improve the efficiency of their operations by guiding, directing and monitoring their primaries. This includes behavioral inputs on change management, right attitude and responsibility to develop affiliated organisations at grass root level. The training modules are, therefore, required to be devised accordingly.

The desired areas suggested by the banks for coverage in training pertain to Orientation programme, Risk Management, capital adequacy, profitability, promotion of agri-business and agri-clinic, internal checks and controls, motivation and team building, overdues and NPA management, Asset Liability Management, Conflict Management, Role Effectiveness, Investment

Management, non-fund business, documentation for advances, business planning, designing of new products and marketing of banking products, Financial Inclusion, DAP, Prevention of fraud, Internal Inspection etc.

**7.14.5** The Working Group feels that capacity building can be achieved by identifying the broad areas of training requirements at the Organisational, Operational and Job performance levels, identifying different categories of trainables and their training needs and designing and delivering appropriate training models with clear delineation of content and coverage and identifying suitable trainers and improving the capabilities.

#### **7.14.6 Conclusions and Suggestions**

The training needs and the gaps in training delivery need to be addressed in a mission mode, as under:

- Training should be treated as an investment and not as an expenditure.
- Training needs may be identified in a comprehensive and systematic manner.
- Training should be need based and demand driven, rather than routine.
- Training may be supported with standardised modules and reading materials.
- Training efficacy and its impact may be measured and used for refining further training inputs.
- Monitoring and review mechanism may be instituted for the capacity building measures.
- Upgradation of the existing infrastructure facilities may be considered, as creation of infrastructure like Civil construction may not be cost effective. The institutes in the region viz. IIBM, Guwahati, MDMI, Shillong, ICMs etc. may be strengthened and cost of creating training related infrastructure like computers, class room and hostel room, furniture, projectors, library books, etc. as well as preparation of training materials, cost of training, etc. may be shared equally between the institution and NABARD (under CDF).

- Necessary assistance may be extended by NABARD for training of Board of Directors of SCBs either in their respective States or outside.
- A pool of resource persons may be developed by deputing staff for Trainers' Training Programme to facilitate training of staff within the region.
- Banks to give more emphasis on on-location training, interaction with Motivators for motivational inputs, change-management etc., especially for sub-staff. Services of faculty from BIRD, RTC etc. may be utilized for handling sessions in the training institutes in the region. Possibility of inviting Guest faculty for handling specialized sessions may also be considered.
- 50% of the travel cost of participants attending training programmes conducted at NABARD's training establishments at Lucknow and Bolpur may be met from CDF and course fee may be fully waived.
- SCBs of NER may like to avail the services offered by C-PEC (for details refer to para 6.5.3 of the report). NABARD may consider providing part funding support out of CDF by way of reimbursement of fees for obtaining accreditation from C-PEC by the training Institutions or trainers. Training programmes conducted by such accredited trainers could also be financially supported by NABARD.
- TNA may be conducted by BIRD or NBSC or RTC on specific request by the bank and the cost thereof reimbursed from CDF.
- A Group comprising representatives of Co-operative Banks in the region, BIRD Lucknow, IIBM, Guwahati or MDMI, Shillong and NABARD RO, Guwahati etc. may be constituted by NABARD under the aegis of BIRD to study the training modules and reading materials of different banks (including CBs & RRBs) in the NER and adapt the same for the cooperative banks.

# **CHAPTER – 8**

## **Summary of Recommendations**

**8.1** Post implementation of the Revival Package and infusion of capital into the Short-Term Cooperative Credit Structure, it becomes essential to equip the SCBs and CCBs with adequate manpower and upgrade their operational skills so as to sustain their viability and growth. In view of this, and in pursuance of the recommendations of the Task Force on Revival of Rural Cooperative Credit Institutions, (Chairman: Prof. A. Vaidyanathan) a Working Group was constituted by NABARD to formulate and suggest comprehensive human resource guidelines for the SCBs and CCBs.

**8.2** The Working Group has prepared its Report after examining the data and information obtained from SCBs and CCBs and NAFSCOB and extensive discussions. A brief summary of its Report, including its approach, guiding principles and recommendations, is presented below.

**8.3** Comprehensive and well defined policy and procedure in crucial areas like assessment of staff strength, recruitment, placement, training, promotion, career planning, etc. are lacking in most of the cooperative banks. The Group has, therefore, consistent with its Terms of Reference, addressed the HR issues of SCBs and CCBs encompassing areas like staff strength, staffing pattern, process of recruitment, promotion, transfer, training etc., and made the recommendations for enabling SCBs and CCBs to operate efficiently and effectively in the highly competitive environment.

**8.4** As on 31 March 2008, the STCCS comprised 31 SCBs and 370 CCBs, with total staff of 14,350 in the SCBs and 89,174 in the CCBs. Based on the review of the existing staff strength, staffing pattern, volume and diversity of business operations, the Working Group found that it would be neither feasible nor desirable to prescribe standard norms to be applied uniformly to all the SCBs and CCBs across the country. However, certain



indicative parameters as general guidelines for adoption and implementation by the SCBs and CCBs for ensuring uniformity, at least within the State, have been suggested.

## **8.5           Categorisation of banks and branches and manpower assessment**

**8.5.1**       For deciding the categorization of banks and branches and manpower assessment, the correlation between branch network and business levels of SCBs and CCBs was studied. It was decided that categorization of SCBs could be done based on their business level (i.e. total deposits + loans outstanding). Accordingly, the SCBs were classified into four categories – A: with total business above Rs.10,000 crore; B: Above Rs.5,000 crore and upto Rs.10,000 crore; C: Above Rs.2,000 crore and upto Rs.5,000 crore; and D: upto Rs.2,000 crore. **(Para 3.1.5)**

**8.5.2**       The CCBs were grouped under four categories based on retail or non institutional deposits + total loan outstanding, with category A: above Rs.1000 crore; B: Above Rs.500 crore and upto Rs.1000 crore; C: Above Rs.200 crore and upto Rs.500 crore; and D: Upto Rs.200 crore. **(Para 3.1.6)**

**8.5.3**       The branches of SCBs were grouped, based on the total business level, into four categories viz. A: Business above Rs.500 crore; B: Above Rs.200 crore and upto Rs.500 crore; C: Above Rs.50 crore and upto Rs.200 crore and D: Upto Rs.50 crore. **(Para 3.2.1)**

**8.5.4**       In respect of branches of CCBs, the categories were A: Retail or non institutional deposits + total loan outstanding at branch level above Rs.40 crore; B: Above Rs.15 crore and upto Rs.40 crore; C: Above Rs.5 crore and upto Rs.15 crore; and D: Upto Rs.5 crore. **(Para 3.2.2)**

**8.5.5**       The Group also suggested a typical or indicative organisational structure indicating the Departments and Divisions in the different categories of SCBs and CCBs, with their staffing pattern. There could be three categories of staff – officers, clerical staff and support staff. The officers could be in three levels, senior, middle and junior management. The

detailed organisation charts for the different categories of banks are given in *Annexure 3.4 (a to d) and 3.5 (a & b)*. **(Para 3.3)**

**8.5.6** Indicative staffing pattern for HO, RO or DO and branches of different categories of SCB and CCB, was also suggested. While for categories B, C and D of SCBs and CCBs, the indicative staff strength in different levels had been suggested, for category 'A' banks, the same was left to be decided by the Board of Directors, on similar lines. **(Para 3.6)**

**8.5.7** Additional financial liability due to recruitment of staff would be subject to volume of business, staff cost, cost of management, profitability, compliance with statutory requirements and maintenance of Capital to Risk Weighted Assets Ratio (CRAR) level fixed by RBI from time to time. A liberal view would be taken for weak banks, not complying with Section 11(1) of BR Act, 1949 (AACS) which may recruit staff as a one time measure, for enabling them to come back to current profit. **(Para 3.8)**

**8.5.8** Assessment of staff requirement should also take into account certain factors like need for every branch to function necessarily as profit centre, stoppage of adhoc appointments, level of automation, job specific deputation, redeployment of surplus staff, etc. **(Para 3.9)**

**8.5.9** For better management of Human Resources, the Group suggested measures such as: assigning Unique Identification Number (UIN) to all employees, issue of identity cards and liveries, introduction of Logo for every SCB and CCB, Vision and Mission statement for goals and objectives, job profile and service registers and periodic review of job rotation and training provided. **(Para 3.10)**

## **8.6 Recruitment, Promotion, Transfer and Outsourcing**

**8.6.1** The policy and practices followed by the banks for recruitment, promotion, transfer and outsourcing were mainly government driven and controlled, and very few attempts had been made to make critical examination thereof. **(Para 4.3)**

**8.6.2** On examination of current age and educational profiles, the Group recommended adoption of well defined recruitment and promotion policies, process and norms etc. The recommendations in this regard were: Categorisation of staff into 3 – officers, clerical staff and support staff; engagement of independent agency for recruitment, fixing the eligibility standards, fixing the ratio between promotion and direct recruitment vacancies. **(Para 4.8 – 4.10)**

**8.6.3** For promotion, introduction of a 'Fast Track' in addition to the Normal Channel was recommended for incentivising meritorious candidates. The ratio between the two tracks and the qualifying services for each were suggested. The Group further recommended that incentives for best performing branches be introduced and appropriate parameters for assessment of performance be fixed by the Board. The benefits thereof would be shared by all the officers and staff so as to encourage collective work, responsibility and accountability. **(Para 4.11.4)**

**8.6.4** Every bank should frame a transparent Transfer Policy, with the approval of the Board. Transfers should be part of essential service conditions and Management would decide on transfer, based on administrative exigencies. Technical and Specialist officers may not be covered by general transfer norms. Transfers should be need based, so as to improve the performance and efficiency of the staff. Transfers should also be used as instruments for ensuring smooth career progression and for providing exposure to various areas of operations of the bank at different tiers. Norms for transfer of staff, including the normal tenure in different categories, ranging from 3 to 7 years are suggested. **(Para 4.12)**

**8.6.5** 'Outsourcing' has assumed importance after the boom in the services sector, as a means to control the cost of management and address the shortage of skilled manpower and encourage redeployment of staff. An illustrative list of certain non-core functions which can be outsourced has been given. **(Para 4.13)**

**8.6.6** The Group recommends a comprehensive review of the Service Rules in the SCBs and CCBs to incorporate required changes, by constituting suitable Technical Committees at the State level. **(Para 4.14)**

**8.6.7** Performance Appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. It is a powerful tool to calibrate, refine and reward the performance of the employee. The Group has suggested some basic parameters to be considered in the performance appraisal of the officers of SCBs and CCBs and the process involved in the appraisal. A model Performance Appraisal Report (PAR) has also been suggested for adoption by the banks. **(Para 4.15.9)**

## **8.7 Computerisation**

**8.7.1** The use of technology has become a key focus area for extending the outreach of consumer banking and financial services, and also enabling sustainable and inclusive growth. The co-operative banks are at widely varying stages of computerization. As on 31 March 2008, 59% of the branches of SCBs and 19% of the branches of CCBs were fully computerized, while 31% SCB branches and 71% CCB branches did not have any computers. **(Para 5.2)**

**8.7.2** The GoI has earmarked Rs.516 crore towards computerization in PACS, including development of software, under the Revival Package for Short Term Cooperative Credit Structure. Therefore, serious thought has to be given to computerization in SCBs and CCBs for adoption of Common Accounting System vis-à-vis PACS and a suitable road map be prepared, taking into account the current levels of technology adoption, need for CBS, cost involved, financial capability of the banks etc. **(Para 5.3.2)**

**8.7.3** The Working Group has suggested that funding support for computerization of Cooperative banks be provided by NABARD from its Cooperative Development Fund (CDF) by way of grant and soft loan in the ratio of 10 : 75, with the bank contributing the remaining 15%. **(Para 5.4.1)**

**8.7.4** A separate Technical Working Group may also be constituted by NABARD to study the issues and prepare a road map. **(Para 5.4.2)**

## **8.8 Training and Capacity building of staff**

**8.8.1** Various national and state level training institutes impart training of variable quality and effectiveness to the staff of cooperative banks. While the intake capacity of the training institutions appears to be adequate, there is scope for improving the quality of training and capacity building of the trainers (Para 6.1 & 6.2). The broad areas for capacity building of STCCS thus emerge as : business development including resource mobilization, credit diversification, credit appraisal, follow-up and supervision, asset quality and profitability, principles of corporate governance, internal control, attitudinal changes for encouraging development and growth at all levels. **(Para 6.3.2)**

**8.8.2** The Working Group assessed the training needs of different categories of staff in SCBs and CCBs and suggested the areas in which training inputs are to be provided. The Board of Directors is the vital link in providing superintendence, direction and guidance at each tier of STCCS. Under the GoI Revival Package for STCCS, the role and responsibility of the Board of Directors would be critical to the sustainability of the credit cooperatives. The Working Group has therefore suggested intensive training for them and identified the areas of training. **(Para 6.4.4 & 6.4.5)**

**8.8.3** The training needs and the gaps in training delivery required to be addressed in a mission mode and there is a need for treating training as an investment, conducting Training Needs Analysis (TNA), standardization of training modules and reading material, training of trainers and appropriate post-training placement. Organizing motivational talks and lectures at the bank and branch level especially for the group C staff is recommended. **(Para 6.5.4)**

**8.8.4** NABARD has established the “Centre for Professional Excellence in Cooperatives” (C-PEC) in BIRD, Lucknow with GTZ support. The C-PEC

would focus its efforts on building an effective network to develop a cadre of technical and professional competence in the CCS with due emphasis on banking operations and delivery of financial services. Cooperative banks may avail the services offered by C-PEC, and NABARD may provide financial support for facilitating this. **(Para 6.5.3)**

**8.8.5** BIRD, NBSC and NABARD Regional Training Colleges at Mangalore and Bolpur may assist cooperative banks in undertaking TNA and draw up customized training programmes for them. NABARD may provide CDF funding for such TNA exercise. **(Para 6.5.4.1)**

## **8.9 HR Policy for Cooperative banks in the North Eastern Region**

**8.9.1** The factors impeding banking and financial development in the NER are the difficult topography of the region, sparse settlements of population, infrastructural bottlenecks, low level of commercialization, lack of entrepreneurship, unsettled law and order condition, land tenure system in hilly areas and lack of awareness of banking services. In view of the uniqueness of the Region and the problems faced by the banks, the banks in the Region would require a different approach. Accordingly, appropriate norms are suggested which are slightly different from those suggested for the rest of the country. **(Para 7.1)**

**8.9.2** In business volume, number of branches, staff strength etc., the SCBs in the Region are comparable to CCBs in other parts of the country. The SCBs in the Region have been categorised based on their total business level (Deposits + Loans Outstanding) into two categories viz. A: above Rs.300 crore; B: upto Rs.300 crore. **(Para 7.3.3)**

**8.9.3** Cooperative sector in the NE States has a two-tier structure, with Apex bank at the state capital and branches at the district, taluk and village levels. The nomenclature of different Departments and the organizational set up and staffing pattern of the Head Office of the two categories of banks are given in *Annexure 7.1 (a & b)*. **(Para 7.4)**

**8.9.4** The branches have also been categorized on the basis of their total business alone viz. A: above Rs.40 crore; B: Above Rs.15 crore and upto Rs.40 crore; C: Above Rs.5 crore and upto Rs.15 crore and D: Upto Rs.5 crore. A model staffing pattern (indicative) for the different categories of branches has also been given. The essential minimum office staff in a bank branch will be six. **(Para 7.5.2)**

**8.9.5** The Working Group's observations and recommendations on Recruitment, Promotion, Transfer, Outsourcing, Computerisation, Training and Capacity building of staff given in Chapters 4 to 6 of the Report would be applicable to the banks in the NE Region as well.

**8.9.6** However, certain modifications and relaxations are suggested in a few areas as indicated below.

- i. IBPS, Mumbai may consider preparing a road map and strategy for professionalizing the recruitment process of Cooperative banks in the NE Region for which funding support may be provided by NABARD. In case IBPS finds it inconvenient to conduct recruitment tests for small number of vacancies, Rural Development Consortium, Kolkata which conducted the tests for Tripura SCB, may be assisted to develop their capabilities to cater to the needs of the Region, with assistance from IIBM or BIRD or NBSC or RTC Bolpur. **(Para 7.8.5)**
- ii. The ratio of funding support from CDF of NABARD for computerization of SCBs in the NE Region, by way of grant and soft loan components, should be 20% and 75% respectively, with the bank contributing the remaining 5%. **(Para 7.13.3)**
- iii. Training Institutes in the NER may be strengthened and the cost of creating training related infrastructure may be shared equally by the institution concerned and NABARD. Fifty percentage of the travel cost for attending training programmes at NABARD's Training Establishments at Lucknow and Bolpur may be met from CDF and participation/course fee fully waived. **(Para 7.14.6)**
- iv. A Group comprising representatives of Co-operative Banks in the region, BIRD Lucknow, IIBM, Guwahati, MDMI, Shillong and NABARD

RO, Guwahati etc. may be constituted by NABARD under the aegis of BIRD to study the training modules and reading materials of different banks (including CBs & RRBs) in the NER and adapt the same for the cooperative banks. **(Para 7.14.6)**

#### **8.10 Implementation of the recommendations of the Working Group**

A separate State level Steering Group comprising HR professionals, representatives of NABARD, Co-operation Department of State Govt., BIRD and other Training Establishments of NABARD, SCB and select CCBs need to be constituted for preparation of a road map for implementation of the recommendations of the Working group, monitoring and review thereof, atleast for a period of three years. Representative of NAFSCOB could be a special invitee. This group would report on the progress, every quarter, to the State Level Task Force (SLTF) constituted by NABARD.

**8.11** The ROs of NABARD may conduct a one day workshop for the benefit of officials of SCBs, CCBs, RCS, Cooperation Department of respective State Governments for familiarization and to facilitate the implementation of the recommendations of the Working Group. This may be conducted by ROs after the issue of guidelines by NABARD, HO.

**8.12** Similar one day workshop may be conducted by Assam RO for the benefit of all the SCBs and Government officials of NER, at any convenient place after the issue of guidelines by NABARD, HO.



## **ANNEXURE - 1.1**

**List of Banks which have responded to the request for data  
(for most of the parameters)**

### **State Cooperative Banks**

<b>Sr. No.</b>	<b>Name of SCB</b>
1	Arunachal Pradesh
2	Assam
3	Chhattisgarh
4	Gujarat
5	Jammu & Kashmir
6	Madhya Pradesh
7	Maharashtra
8	Manipur
9	Meghalaya
10	Mizoram
11	Nagaland
12	Rajasthan
13	Sikkim
14	Tripura
15	Uttarakhand

### **Central Cooperative Banks**

<b>Sr. No.</b>	<b>Name of the State</b>	<b>Name of CCB</b>
1	Andhra Pradesh	i Nellore
		ii Kakinada
2	Chhattisgarh	i Bilaspur
		ii Jagdalpur
3	Gujarat	i Baroda
4	Haryana	i Panipat
5	Jharkhand	i Dumka
6	Karnataka	i Bidar
		ii Mangalore
7	Kerala	i Ernakulam
		ii Idukki

Sr. No.	Name of the State	Name of CCB
		iii Kannur
		iv Thrissur
		v Wayanad
8	Madhya Pradesh	i Guna
		ii Mandla
		iii Ratlam
9	Maharashtra	i Akola
		ii Gadchiroli
		iii Nashik
		iv Parbhani
		v Pune
		vi Ratnagiri
		vii Satara
		viii Sindhudurg
		ix Thane
10	Orissa	i Angul
		ii Balasore
		iii Bhawanipatna
		iv Nayagarh
		v United Puri
11	Punjab	i Ludhiana
12	Rajasthan	i Bikaner
13	Tamil Nadu	i Coimbatore
		ii Dharampuri
		iii Erode
		iv Sivagangai
		v Thanjavur
14	Uttar Pradesh	i Faizabad
		ii Hardoi
		iii Kanpur
		iv Moradabad
		v Raebareli
		vi Shahjahanpur
15	Uttarakhand	i Haridwar
16	West Bengal	i Burdwan
		ii Jalpaiguri
		iii Darjeeling

## ANNEXURE - 1.2

### Name of the SCBs and CCBs covered under Field Study by HO/RO

Sl. No.	Name of the State	Name of SCB	Name of the officer who conducted the study (S/Shri)
1	Assam	Assam Cooperative Apex Bank Ltd.	G. Y. Patil, AGM & M. J. Nawalkar, Manager

Sl. No.	Name of the State	Name of CCB	Name of the officer who conducted the study (S/Shri)
1	Andhra Pradesh	Kakinada	A. Ramakrishna, AGM
		Nellore	S. T. Sudarsan, AGM
2	Chhattisgarh	Bilaspur	A. K. Singh, AM
		Jagdalpur	A. K. Singh, AM
3	Gujarat	Vadodara	M. K. Gupte, AGM(DD) & J. R. Gokhe, AM
4	Haryana	Ambala	K. K. Saxena, AGM
		Panipat	Bhopal Singh, AGM
5	Jharkhand	Dumka	J. K. Behera, Manager & N. K. Poddar, Manager
6	Karnataka	South Canara	R.K.Prabhu, DGM, IDD,HO& K.P.Udupa, DDM
7	Kerala	Kottayam	G. S. Menon, CGM, IDD, HO & A.S.S. Nampoothiri, AGM(DD)
		Idukki	G. S. Menon, CGM, IDD, HO & G.S. Iyer, DDM
8	Madhya Pradesh	Guna	J.S. Upadhyay, AGM
9	Maharashtra	Pune	S. K. Verma, AGM
		Satara	Raymond D'souza, AGM(DD)
10	Orissa	Balasore Badrak	Devasis Padhi, AGM
		Khurda	N. Satpathy, Manager
		United Puri Nimapara	Smt. Nandini Ghose, Manager
11	Punjab	Ludhiana	Kishan Singh, AGM, IDD, HO
12	Tamil Nadu	Thanjavur	S. T. Ravikumar, AGM(DD) & R.Sivaraman,AM
13	Uttar Pradesh	Hardoi	R. K. Roy, AGM
		Moradabad	R. K. Srivastava, DDM
14	West Bengal	Burdwan	S. N. Ghose, AGM
		Jalpaiguri	D. D. Behera, DGM & N. C. Bhowel, AGM(DD)

## ANNEXURE - 1.3

### Meetings of the Working Group

Sr. No.	Date	Venue
1	20 February 2009	Lucknow
2	13 & 14 March 2009	Pune
3	24 April 2009	Mumbai
4	30 June 2009 & 01 July 2009	Bhubaneswar
5	07 & 08 August 2009	Chennai
6	22 & 23 September 2009	Bengaluru

### Special Meeting

Sr. No.	Particulars of Meeting	Place & Date	Participants
1	NER Meeting	Kolkata, 24 & 25 June 2009	CEOs of 7 SCBs of NER (i.e. except Arunachal Pradesh)

### Special invitees who interacted with the Working Group

Sr. No.	Particulars of Meeting	Place and Date	Name	Designation	Institution
1	Second Meeting	Pune, 13 & 14 March 2009	Shri. Arun Kale	General Manager	Pune CCB
			Shri A Nalwade	CEO	Satara CCB
2	Third Meeting	Mumbai, 24 April 2009	Dr. V V Gavraskar	Professor and Head, Client Relations Division	IBPS, Mumbai
3	Fourth Meeting	Bhubaneswar, 30 June & 01 July 2009	Shri R N Das	MD	Orissa SCB
4	Fifth Meeting	Chennai, 07 & 08 August 2009	Shri. Thamizharasan	Special Officer	Tamil Nadu SCB

## ANNEXURE – 2.1

### NETWORK OF BANKS IN STCCS

*As on 31 March 2008*

Sr. No.	State/Union Territory	SCBs			CCBs		
		Number	Branches	Staff	Number	Branches	Staff
1	Adhra Pradesh	1	26	680	22	574	3700
2	Bihar	1	14	235	22	279	596
3	Chattisgarh	1	5	92	6	198	1934
4	Gujarat	1	1	223	18	1153	6996
5	Haryana	1	13	522	19	586	4850
6	Jharkhand\$				8	114	566
7	Karnataka	1	31	347	21	596	4488
8	Kerala	1	14	378	14	643	5360
9	Madhya Pradesh	1	21	728	38	833	7719
10	Maharashtra	1	53	2194	31	3656	26648
11	Orissa	1	14	205	17	311	2790
12	Punjab	1	19	552	20	806	4154
13	Rajasthan	1	13	255	29	398	2420
14	Tamil Nadu	1	46	646	23	727	4178
15	Uttar Pradesh	1	29	1152	50	1300	7455
16	Uttarakhand	1	2	27	10	201	1005
17	West Bengal	1	46	502	17	268	2068
	<b>Three Tier Total</b>	<b>16</b>	<b>347</b>	<b>8738</b>	<b>365</b>	<b>12643</b>	<b>86927</b>
18	Himachal Pradesh	1	160	1335	2	359	1249
19	Jammu & Kashmir	1	18	175	3	131	998
	<b>Mixed Tier Total</b>	<b>2</b>	<b>178</b>	<b>1510</b>	<b>5</b>	<b>490</b>	<b>2247</b>
20	Andaman & Nicobar	1	29	198	*	*	*
21	Arunachal Pradesh	1	32	317	*	*	*
22	Assam	1	68	734	*	*	*
23	Chandigarh	1	13	88	*	*	*
24	Delhi	1	40	490	*	*	*
25	Goa	1	65	721	*	*	*
26	Manipur	1	10	117	*	*	*
27	Meghalaya	1	41	568	*	*	*
28	Mizoram	1	11	139	*	*	*
29	Nagaland	1	21	229	*	*	*
30	Pondicherry	1	20	219	*	*	*
31	Sikkim	1	6	31	*	*	*
32	Tripura	1	39	251	*	*	*
	<b>Two Tier Total</b>	<b>13</b>	<b>395</b>	<b>4102</b>	<b>*</b>	<b>*</b>	<b>*</b>
	<b>All-India</b>	<b>31</b>	<b>920</b>	<b>14350</b>	<b>370</b>	<b>13133</b>	<b>89174</b>

\$ - SCB not started functioning

\* - No CCBs in the state

## ANNEXURE 3.1(a)

### TOTAL BUSINESS OF SCBs (As on 31 March 2008)

(Rs. Crore)

Sl. No.	SCB	No. of Branches	Deposits			Total Loans O/s	Total Business
			Total Deposits	Of which Individual	Of which Institutional		
1	ANDAMAN & NICOBAR	29	289	280	8	107	396
2	ANDHRA PRADESH	26	2173	317	1856	5996	8169
3	ARUNACHAL PRADESH	32	76	33	44	132	208
4	ASSAM	68	642	610	32	289	931
5	BIHAR*	14	900	142	758	628	1528
6	CHANDIGARH	13	189	113	76	51	240
7	CHHATTISGARH	5	1322	93	1229	352	1674
8	DELHI	40	658	425	233	327	985
9	GOA	65	663	439	224	393	1056
10	GUJARAT	1	2617	18	2599	2186	4803
11	HARYANA	13	1363	290	1073	3124	4487
12	HIMACHAL PRADESH *	160	2411	2195	216	1076	3487
13	JAMMU & KASHMIR	18	364	167	198	88	452
14	KARNATAKA	31	3119	472	2647	2805	5924
15	KERALA	14	3831	156	3675	2186	6017
16	MADHYA PRADESH	21	2441	315	2126	2450	4891
17	MAHARASHTRA	53	16509	836	15672	9331	25840
18	MANIPUR *	10	63	29	34	127	190
19	MEGHALAYA	40	719	417	303	194	913
20	MIZORAM	12	184	180	4	123	307
21	NAGALAND	21	187	184	4	59	246
22	ORISSA	14	1566	522	1044	2006	3573
23	PONDICHERRY	20	288	220	69	197	485
24	PUNJAB	19	1566	271	1295	4123	5689
25	RAJASTHAN	13	1525	130	1395	2257	3782
26	SIKKIM	6	70	65	5	17	88
27	TAMIL NADU	45	3994	1217	2776	3336	7330
28	TRIPURA	39	330	243	87	136	467
29	UTTAR PRADESH	30	2885	461	2424	3621	6505
30	UTTARANCHAL	2	826	4	822	135	960
31	WEST BENGAL	46	2575	612	1963	2206	4781
	<b>All India</b>	<b>920</b>	<b>56346</b>	<b>11456</b>	<b>44890</b>	<b>50059</b>	<b>106404</b>

## ANNEXURE - 3.1(b)

### BUSINESS OF CCBs (As on 31 March 2008)

(Rs. Crore)

Sl. No.	State	Name of CCB	No. of Branches	Deposits			Total Loans O/s	Total Business	Total Business less Institutional Deposits
				Total Deposits	Of which Individual	Of which Institutional			
1	ANDHRA PRADESH *	ADILABAD	18	65	57	9	234	300	291
2	ANDHRA PRADESH *	ANANTAPUR	18	74	46	28	622	695	667
3	ANDHRA PRADESH *	CHITTOOR	24	73	45	29	528	601	572
4	ANDHRA PRADESH *	CUDDAPAH	15	50	44	5	264	314	308
5	ANDHRA PRADESH *	ELURU	32	285	156	128	551	835	707
6	ANDHRA PRADESH *	GUNTUR	34	152	119	33	523	674	641
7	ANDHRA PRADESH *	HYDERABAD	22	203	117	86	248	450	364
8	ANDHRA PRADESH *	KAKINADA	47	221	122	99	608	830	731
9	ANDHRA PRADESH *	KARIMNAGAR	29	114	106	8	306	419	411
10	ANDHRA PRADESH *	KHAMMAM	27	111	96	15	307	418	403
11	ANDHRA PRADESH *	KRISHNA	48	405	169	236	696	1101	865
12	ANDHRA PRADESH *	KURNOOL	19	66	54	12	309	375	363
13	ANDHRA PRADESH *	MAHABUBNAGAR	19	76	65	10	353	428	418
14	ANDHRA PRADESH *	MEDAK	20	61	53	8	257	318	310
15	ANDHRA PRADESH *	NALGONDA	23	101	85	16	438	539	523
16	ANDHRA PRADESH *	NELLORE	15	34	10	24	228	263	239
17	ANDHRA PRADESH *	NIZAMABAD	31	112	80	33	415	527	494
18	ANDHRA PRADESH *	PRAKASAM	28	134	81	53	284	419	365
19	ANDHRA PRADESH *	SRIKAKULAM	13	14	11	3	146	160	157
20	ANDHRA PRADESH *	VISAKHAPATNAM	29	175	127	47	257	432	384
21	ANDHRA PRADESH *	VIZIANAGARAM	20	26	16	10	123	149	139
22	ANDHRA PRADESH *	WARANGAL	22	63	54	9	326	389	380
23	BIHAR *	ARRAH	23	114	58	56	25	139	83
24	BIHAR *	AURANGABAD	11	39	34	6	17	56	51
25	BIHAR *	BEGUSARAI	9	34	32	3	59	94	91
26	BIHAR *	BHAGALPUR	16	72	50	22	24	95	73
27	BIHAR *	GOPALGANJ	13	100	92	7	40	140	132
28	BIHAR *	KATIHAR	9	6	5	1	29	34	33
29	BIHAR *	KHAGARIA	6	19	18	1	25	44	43
30	BIHAR *	MAGADH	9	21	17	4	13	34	30
31	BIHAR *	MOTIHARI	9	29	29	1	29	58	58
32	BIHAR *	MUNGER-JAMU	22	49	45	5	44	93	88
33	BIHAR *	MUZAFFARPUR	9	19	17	2	28	47	45
34	BIHAR *	NALANDA	12	60	48	13	24	84	71
35	BIHAR *	NATIONAL	8	24	21	3	22	46	43
36	BIHAR *	NAWADAH	13	56	29	27	22	78	51
37	BIHAR *	PATLIPUTRA	20	88	85	3	27	115	111
38	BIHAR *	PURNEA	20	65	61	4	55	120	116
39	BIHAR *	ROHIKA	14	43	23	20	27	71	50
40	BIHAR *	SAMASTIPUR	7	36	31	6	38	74	68
41	BIHAR *	SASARAM-BHABUA	17	19	18	1	23	43	41
42	BIHAR *	SITAMARHI	12	69	64	5	22	91	86
43	BIHAR *	SIWAN	11	50	48	3	15	65	63
44	BIHAR *	VAISHALI	11	17	16	1	18	35	34
45	CHATTISGARH	AMBIKAPUR	21	163	108	54	80	242	188
46	CHATTISGARH	BILASPUR	39	300	211	89	256	556	466
47	CHATTISGARH	DURG	29	315	199	115	125	440	325
48	CHATTISGARH	JAGDALPUR	24	138	100	39	87	226	187
49	CHATTISGARH	RAIPUR	57	807	747	60	260	1068	1007
50	CHATTISGARH	RAJNANDGAON	28	172	113	59	119	291	232
51	GUJARAT	AHMEDABAD	133	2172	1198	974	937	3109	2135
52	GUJARAT	AMRELI	45	151	107	44	155	306	261
53	GUJARAT	BANASKANTHA	136	474	331	144	470	944	801
54	GUJARAT	BARODA	35	235	103	131	236	470	339
55	GUJARAT	BHAVNAGAR	76	282	196	86	549	830	745
56	GUJARAT	BROACH	53	328	240	88	365	693	604
57	GUJARAT	JAMNAGAR	37	169	105	63	257	426	363
58	GUJARAT	JUNAGADH	45	185	146	39	229	415	376

Sl. No.	State	Name of CCB	No. of Branches	Deposits			Total Loans O/s	Total Business	Total Business less Institutional Deposits
				Total Deposits	Of which Individual	Of which Institutional			
59	GUJARAT	KACHCHH	18	54	45	8	66	120	111
60	GUJARAT	KHEDA	65	319	154	165	243	563	398
61	GUJARAT	KODINAR	21	24	22	1	55	79	78
62	GUJARAT	MEHSANA	93	493	256	237	166	659	422
63	GUJARAT	PANCHMAHAL	35	209	67	142	453	662	520
64	GUJARAT	RAJKOT	127	982	755	227	755	1738	1510
65	GUJARAT	SABARKANTHA	109	482	325	156	332	814	657
66	GUJARAT	SURAT	56	1519	766	753	729	2248	1495
67	GUJARAT	SURENDRANAGAR	14	53	37	15	262	314	299
68	GUJARAT	VALSAD	40	211	119	92	246	457	365
69	HARYANA	AMBALA	19	179	151	28	259	438	410
70	HARYANA	BHIWANI	24	307	297	11	424	731	721
71	HARYANA	FARIDABAD	23	185	129	56	329	514	458
72	HARYANA	FATEHABAD	15	78	59	19	299	377	358
73	HARYANA	GURGAON	19	428	326	102	300	729	627
74	HARYANA	HISSAR	26	276	196	80	504	780	700
75	HARYANA	JHAJJAR	17	201	196	5	251	451	446
76	HARYANA	JIND	33	138	121	17	285	423	407
77	HARYANA	KAITHAL	23	120	113	8	333	453	446
78	HARYANA	KARNAL	27	183	174	9	472	655	646
79	HARYANA	KURUKSHETRA	21	144	127	16	318	461	445
80	HARYANA	MAHENDERGAR	13	98	92	6	197	296	289
81	HARYANA	PANCHKULA	9	105	90	14	140	245	231
82	HARYANA	PANIPAT	15	126	109	17	309	435	417
83	HARYANA	REWARI	14	154	124	30	187	341	311
84	HARYANA	ROHTAK	14	219	214	5	231	450	444
85	HARYANA	SIRSA	41	102	92	10	280	381	372
86	HARYANA	SONEPAT	20	177	130	48	316	493	445
87	HARYANA	YAMUNANAGAR	19	153	140	13	252	405	392
88	HIMACHAL PRADESH *	JOGINDRA	20	244	237	7	106	349	342
89	HIMACHAL PRADESH *	KANGRA	159	2469	1743	726	1096	3565	2838
90	JAMMU & KASHMIR	ANANTNAG	30	113	112	1	43	156	155
91	JAMMU & KASHMIR	BARAMULLA	32	178	178	0	139	318	317
92	JAMMU & KASHMIR	JAMMU	64	694	666	27	265	958	931
93	JHARKHAND	DEOGHAR-JAMTARA	14	42	13	29	3	45	16
94	JHARKHAND	DHANBAD	12	127	94	33	45	172	140
95	JHARKHAND	DUMKA	6	28	26	2	3	31	29
96	JHARKHAND	GIRIDIH	8	36	25	11	4	40	29
97	JHARKHAND	GUMLA-SIMDEGA	18	91	67	24	18	109	85
98	JHARKHAND	HAZARIBAGH	16	53	39	14	12	65	51
99	JHARKHAND	RANCHI-KHUNTI	14	157	101	57	10	167	111
100	JHARKHAND	SINGHBHUM	24	149	121	28	38	187	159
101	KARNATAKA	BAGALKOT	-1	435	210	225	444	879	654
102	KARNATAKA	BANGALORE	30	246	81	165	178	424	259
103	KARNATAKA	BELGAUM	85	606	265	341	593	1199	858
104	KARNATAKA	BELLARY	23	196	164	32	167	363	331
105	KARNATAKA	BIDAR	43	318	247	71	459	776	705
106	KARNATAKA	BIJAPUR	26	296	140	156	304	600	444
107	KARNATAKA	CHIKMAGALUR	19	129	91	38	147	275	238
108	KARNATAKA	CHITRADURGA	9	49	25	23	54	103	79
109	KARNATAKA	DAVANGERE	10	77	40	37	151	228	191
110	KARNATAKA	DHARWAD	34	300	68	233	234	534	301
111	KARNATAKA	GULBARGA	10	47	23	24	91	138	114
112	KARNATAKA	HASSAN	25	118	74	44	236	354	310
113	KARNATAKA	KANARA	46	496	300	197	412	908	711
114	KARNATAKA	KODAGU	13	224	119	105	165	390	285
115	KARNATAKA	KOLAR	15	47	24	22	102	148	126
116	KARNATAKA	MANDYA	46	304	257	47	293	597	550
117	KARNATAKA	MYSORE	15	131	43	89	156	287	199
118	KARNATAKA	RAICHUR	16	125	55	70	120	245	175
119	KARNATAKA	SHIMOGA	21	187	126	61	172	359	298
120	KARNATAKA	SOUTH CANARA	20	671	242	429	557	1228	799
121	KARNATAKA	TUMKUR	21	123	37	86	151	274	187
122	KERALA	ALLAPPUZHA	48	654	399	255	502	1156	901



Sl. No.	State	Name of CCB	No. of Branches	Deposits			Total Loans O/s	Total Business	Total Business less Institutional Deposits
				Total Deposits	Of which Individual	Of which Institutional			
123	KERALA	ERNAKULAM	48	1637	664	973	1105	2742	1769
124	KERALA	IDUKKI	43	444	287	157	525	969	812
125	KERALA	KANNUR	49	949	361	588	842	1791	1203
126	KERALA	KASARGOD	23	299	143	158	290	589	431
127	KERALA	KOLLAM	55	838	402	436	650	1488	1052
128	KERALA	KOTTAYAM	53	891	283	608	565	1456	848
129	KERALA	KOZHIKODE	42	772	367	405	663	1435	1030
130	KERALA	MALAPPURAM	41	855	229	626	559	1415	788
131	KERALA	PALAKKAD	32	610	261	349	408	1017	669
132	KERALA	PATHANAMTHI	53	449	228	221	278	727	506
133	KERALA	THIRUVANANTHAPURA	67	1349	684	665	1226	2575	1910
134	KERALA	THRICHUR	47	1021	347	674	667	1687	1014
135	KERALA	WYNAD	19	131	77	54	199	330	276
136	MADHYA PRADESH	BALAGHAT	20	100	55	46	88	189	143
137	MADHYA PRADESH	BETUL	16	100	64	36	89	189	152
138	MADHYA PRADESH	BHIND	23	119	89	30	143	263	232
139	MADHYA PRADESH	BHOPAL	24	698	187	511	87	785	274
140	MADHYA PRADESH	CHHATARPUR	20	109	88	21	115	224	203
141	MADHYA PRADESH	CHHINDWARA	28	125	67	58	156	281	223
142	MADHYA PRADESH	DAMOH	17	103	70	33	61	164	130
143	MADHYA PRADESH	DATIA	8	43	29	14	80	122	109
144	MADHYA PRADESH	DEWAS	20	91	59	31	127	218	186
145	MADHYA PRADESH	DHAR	30	140	90	49	150	290	241
146	MADHYA PRADESH	GUNA	15	71	66	6	85	156	150
147	MADHYA PRADESH	GWALIOR	14	82	74	9	117	200	191
148	MADHYA PRADESH	HOSHANGABAD	22	146	120	25	376	521	496
149	MADHYA PRADESH	INDORE	27	302	180	122	133	435	313
150	MADHYA PRADESH	JABALPUR	24	96	79	17	114	211	194
151	MADHYA PRADESH	JHABUA	20	102	69	33	133	235	202
152	MADHYA PRADESH	KHANDWA	33	245	177	67	266	511	444
153	MADHYA PRADESH	KHARGONE	66	349	297	51	410	759	708
154	MADHYA PRADESH	MANDLA	17	156	73	83	131	287	204
155	MADHYA PRADESH	MANDSAUR	35	240	207	33	236	476	444
156	MADHYA PRADESH	MORENA	22	97	72	24	107	204	179
157	MADHYA PRADESH	NARSINGHPUR	17	96	69	27	120	216	189
158	MADHYA PRADESH	PANNA	10	59	35	24	69	128	104
159	MADHYA PRADESH	RAISEN	18	94	55	39	203	298	258
160	MADHYA PRADESH	RAJGARH	-1	74	65	9	104	177	169
161	MADHYA PRADESH	RATLAM	23	116	73	43	143	259	216
162	MADHYA PRADESH	REWA	21	92	53	39	91	184	144
163	MADHYA PRADESH	SAGAR	21	79	70	9	117	196	186
164	MADHYA PRADESH	SATNA	15	120	104	17	121	242	225
165	MADHYA PRADESH	SEHORE	27	120	104	17	167	288	271
166	MADHYA PRADESH	SEONI	18	79	65	14	88	167	153
167	MADHYA PRADESH	SHAHNOL	18	115	55	60	63	178	117
168	MADHYA PRADESH	SHAJAPUR	24	123	102	21	176	299	278
169	MADHYA PRADESH	SHIVPURI	15	79	58	21	91	170	149
170	MADHYA PRADESH	SIDHI	13	85	35	50	84	169	119
171	MADHYA PRADESH	TIKAMGARH	17	82	66	16	103	185	169
172	MADHYA PRADESH	UJJAIN	30	127	64	62	138	265	202
173	MADHYA PRADESH	VIDISHA	21	173	122	51	181	354	303
174	MAHARASHTRA	AHMEDNAGAR	289	2384	1490	894	1820	4205	3310
175	MAHARASHTRA	AKOLA	105	797	677	120	628	1426	1306
176	MAHARASHTRA	AMRAVATI	88	505	305	200	359	864	664
177	MAHARASHTRA	AURANGABAD	137	766	493	273	826	1592	1319
178	MAHARASHTRA	BED	67	721	367	354	691	1413	1059
179	MAHARASHTRA	BHANDARA	32	296	157	139	242	538	399
180	MAHARASHTRA	BULDANA	113	663	498	166	503	1166	1000
181	MAHARASHTRA	CHANDRAPUR	71	697	393	304	493	1190	887
182	MAHARASHTRA	DHULE	109	744	591	152	525	1269	1117
183	MAHARASHTRA	GADCHIROLI	27	243	118	124	101	344	219
184	MAHARASHTRA	GONDIA	25	239	110	129	230	469	340
185	MAHARASHTRA	JALGAON	254	1494	1045	449	1134	2628	2179
186	MAHARASHTRA	JALNA	64	243	142	101	190	433	332

Sl. No.	State	Name of CCB	No. of Branches	Deposits			Total Loans O/s	Total Business	Total Business less Institutional Deposits
				Total Deposits	Of which Individual	Of which Institutional			
187	MAHARASHTRA	KOLHAPUR	206	1678	601	1077	1576	3255	2178
188	MAHARASHTRA	LATUR	105	613	505	109	815	1428	1319
189	MAHARASHTRA	MUMBAI	43	2341	252	2089	1257	3598	1509
190	MAHARASHTRA	NAGPUR	85	889	587	303	489	1379	1076
191	MAHARASHTRA	NANDED	79	550	384	166	711	1261	1095
192	MAHARASHTRA	NASIK	212	1958	1072	886	1828	3786	2900
193	MAHARASHTRA	OSMANABAD	102	489	372	118	838	1328	1210
194	MAHARASHTRA	PARBHANI	111	466	251	215	583	1049	834
195	MAHARASHTRA	PUNE	244	3718	1700	2018	2116	5834	3816
196	MAHARASHTRA	RAIGAD	50	854	539	315	453	1308	992
197	MAHARASHTRA	RATNAGIRI	72	526	311	215	362	887	672
198	MAHARASHTRA	SANGLI	219	1239	730	509	1078	2317	1808
199	MAHARASHTRA	SATARA	240	1707	946	762	978	2685	1924
200	MAHARASHTRA	SINDHUDURG	78	534	394	140	373	907	767
201	MAHARASHTRA	SOLAPUR	213	1862	987	875	1809	3671	2796
202	MAHARASHTRA	THANE	78	1685	856	829	524	2210	1381
203	MAHARASHTRA	WARDHA	46	365	309	56	280	645	589
204	MAHARASHTRA	YAVATMAL	82	686	452	234	773	1459	1225
205	ORISSA	ANGUL UNITED	15	197	87	111	260	457	346
206	ORISSA	ASKA	15	73	57	16	107	180	164
207	ORISSA	BALASORE	30	348	210	138	472	820	682
208	ORISSA	BANKI	11	49	37	11	84	133	121
209	ORISSA	BERHAMPUR	20	172	135	38	164	337	299
210	ORISSA	BHAWANIPATNA	16	54	45	8	73	127	118
211	ORISSA	BOLANGIR	21	152	125	27	242	394	367
212	ORISSA	BOUDH	10	41	30	11	69	110	99
213	ORISSA	CUTTACK	37	333	196	137	494	828	690
214	ORISSA	KEONJHAR	13	120	101	20	97	218	198
215	ORISSA	KHURDA	22	77	51	26	141	217	192
216	ORISSA	KORAPUT	17	141	66	75	179	321	245
217	ORISSA	MAYURBHANJ	17	92	77	16	98	190	174
218	ORISSA	NAYAGARH	12	48	45	3	89	138	134
219	ORISSA	SAMBALPUR	34	337	238	99	457	794	695
220	ORISSA	SUNDARGARH	14	176	119	57	193	369	312
221	ORISSA	UNITED PURI-NIMAP	12	27	20	6	94	121	114
222	PUNJAB	AMRITSAR	56	327	307	20	365	691	672
223	PUNJAB	BHATINDA	40	288	238	50	426	714	665
224	PUNJAB	FARIDKOT	24	110	103	7	211	322	314
225	PUNJAB	FATEHGARH	24	142	118	24	294	436	412
226	PUNJAB	FAZILKA	13	151	141	9	289	440	430
227	PUNJAB	FEROZEPUR	23	87	69	18	262	349	331
228	PUNJAB	GURUDASPUR	43	292	259	33	438	730	697
229	PUNJAB	HOSHIARPUR	61	620	513	107	451	1070	963
230	PUNJAB	JULLUNDUR	71	742	579	163	504	1247	1084
231	PUNJAB	KAPURTHALA	37	499	408	91	340	838	748
232	PUNJAB	LUDHIANA	54	414	303	111	507	921	810
233	PUNJAB	MANSA	22	105	93	12	252	357	345
234	PUNJAB	MOGA	47	197	182	15	279	476	461
235	PUNJAB	MUKTASAR	20	84	75	8	266	349	341
236	PUNJAB	NAWANSHAHAHAR	47	553	400	152	279	832	680
237	PUNJAB	PATIALA	46	279	239	41	666	946	905
238	PUNJAB	ROPAR	26	196	148	48	234	430	382
239	PUNJAB	SANGRUR	64	328	307	21	664	992	971
240	PUNJAB	SAS NAGAR	19	207	171	36	139	345	310
241	PUNJAB	TARN TARAN	40	158	146	13	297	456	443
242	RAJASTHAN	AJMER	13	99	48	51	123	222	171
243	RAJASTHAN	ALWAR	15	146	115	30	196	342	312
244	RAJASTHAN	BANSWARA	7	66	45	21	80	146	125
245	RAJASTHAN	BARA	9	83	57	25	113	196	170
246	RAJASTHAN	BARMER	21	293	172	121	228	522	401
247	RAJASTHAN	BHARATPUR	14	90	73	17	171	260	243
248	RAJASTHAN	BHILWARA	16	143	81	62	139	282	220
249	RAJASTHAN	BIKANER	10	59	32	27	88	147	120
250	RAJASTHAN	BUNDI	11	59	49	10	87	146	136

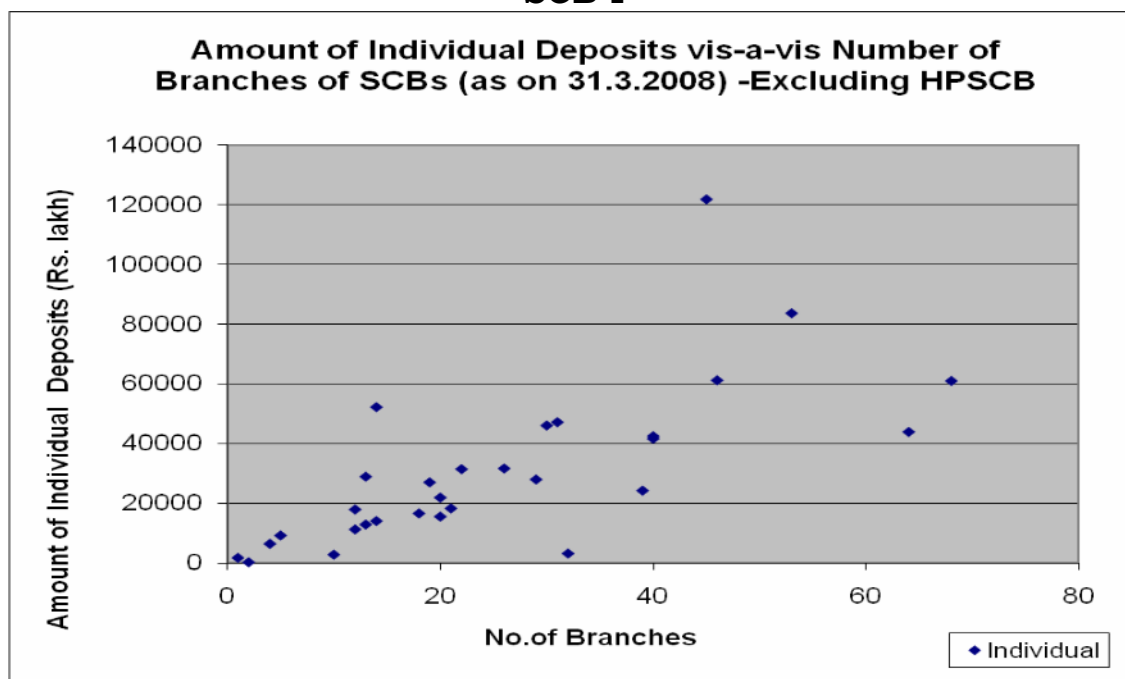
Sl. No.	State	Name of CCB	No. of Branches	Deposits			Total Loans O/s	Total Business	Total Business less Institutional Deposits
				Total Deposits	Of which Individual	Of which Institutional			
251	RAJASTHAN	CHITTORGARH	17	195	145	49	196	391	342
252	RAJASTHAN	CHURU	9	62	41	20	105	167	147
253	RAJASTHAN	DAUSA	6	53	37	16	86	139	122
254	RAJASTHAN	DUNGARPUR	9	98	72	27	68	166	139
255	RAJASTHAN	HANUMANGARH	0	122	89	33	167	289	256
256	RAJASTHAN	JAIPUR	18	194	73	121	176	370	248
257	RAJASTHAN	JAISALMER	5	42	26	15	59	101	86
258	RAJASTHAN	JALORE	11	135	62	74	202	337	264
259	RAJASTHAN	JHALAWAR	14	123	99	24	122	245	221
260	RAJASTHAN	JHUNJHUNU	13	71	56	15	116	187	172
261	RAJASTHAN	JODHPUR	15	208	130	78	198	406	328
262	RAJASTHAN	KOTA	11	141	86	55	120	261	206
263	RAJASTHAN	NAGAU	15	113	94	19	192	304	286
264	RAJASTHAN	PALI	28	206	157	49	203	410	361
265	RAJASTHAN	SAWAI MADHOPUR	13	82	74	8	168	250	242
266	RAJASTHAN	SIKAR	19	195	142	53	198	393	340
267	RAJASTHAN	SIROHI	11	93	58	35	90	183	148
268	RAJASTHAN	SRI GANGANA	22	170	170	0	250	420	420
269	RAJASTHAN	TONK	9	91	44	47	214	306	259
270	RAJASTHAN	UDAIPUR	16	179	101	78	142	321	243
271	TAMIL NADU	CHENNAI	63	1428	767	662	1330	2759	2097
272	TAMIL NADU	COIMBATORE	26	429	176	254	495	925	671
273	TAMIL NADU	CUDDALORE	24	448	334	114	552	1000	886
274	TAMIL NADU	DHARMAPURI	39	344	268	77	500	844	768
275	TAMIL NADU	DINDIGUL-ANNA	29	303	190	113	322	625	512
276	TAMIL NADU	ERODE	28	462	183	278	521	983	705
277	TAMIL NADU	KANCHEEPURAM	44	525	317	209	636	1161	952
278	TAMIL NADU	KANYAKUMARI	16	191	111	80	283	474	394
279	TAMIL NADU	KUMBAKONAM	32	305	167	138	472	776	639
280	TAMIL NADU	MADURAI	40	352	223	129	531	883	754
281	TAMIL NADU	NILGIRIS	11	112	67	45	120	232	187
282	TAMIL NADU	PUDUKOTTAI	20	208	169	39	241	449	410
283	TAMIL NADU	RAMANATHAPURAM	25	184	151	33	302	486	454
284	TAMIL NADU	SALEM	59	1076	576	500	980	2056	1556
285	TAMIL NADU	SIVAGANGA	28	116	68	48	236	352	304
286	TAMIL NADU	THANJAVUR	20	148	98	50	294	442	392
287	TAMIL NADU	TIRUCHIRAPPALLI	57	630	138	63	820	1449	1387
288	TAMIL NADU	TIRUNELVELI	26	201	197	79	201	402	323
289	TAMIL NADU	TIRUVANNAMALAI S.	24	276	435	195	568	844	649
290	TAMIL NADU	TUTICORIN	16	146	81	65	160	307	241
291	TAMIL NADU	VELLORE	34	376	260	116	572	949	833
292	TAMIL NADU	VILLUPURAM	20	458	287	171	651	1109	938
293	TAMIL NADU	VIRUDUNAGAR	29	262	192	71	222	485	414
294	UTTAR PRADESH	AGRA	16	81	67	15	109	191	176
295	UTTAR PRADESH	ALIGARH	19	70	59	11	81	151	140
296	UTTAR PRADESH	ALLAHABAD	43	229	204	25	102	331	306
297	UTTAR PRADESH	AZAMGARH	26	109	106	3	52	161	158
298	UTTAR PRADESH	BAHRAICH	26	64	63	1	41	105	104
299	UTTAR PRADESH	BALLIA	24	90	89	1	35	125	124
300	UTTAR PRADESH	BANDA	18	109	95	14	57	167	153
301	UTTAR PRADESH	BARABANKI	24	88	75	13	50	138	125
302	UTTAR PRADESH	BAREILLY	26	147	119	28	139	286	258
303	UTTAR PRADESH	BASTI	25	119	117	1	69	187	186
304	UTTAR PRADESH	BIJNORE	39	315	302	13	187	502	489
305	UTTAR PRADESH	BUDAUN	21	102	86	16	116	218	202
306	UTTAR PRADESH	BULANDSHAHA	25	151	138	13	149	300	287
307	UTTAR PRADESH	DEORIA KASI	45	157	153	4	198	356	351
308	UTTAR PRADESH	ETAH	21	103	63	40	94	197	157
309	UTTAR PRADESH	ETAWAH	26	222	205	18	61	283	265
310	UTTAR PRADESH	FAIZABAD	25	111	105	6	57	169	163
311	UTTAR PRADESH	FATEGARH	20	122	116	6	82	204	198
312	UTTAR PRADESH	FATEHPUR	32	234	234	0	166	400	400
313	UTTAR PRADESH	FIROZABAD	10	38	32	6	53	91	85
314	UTTAR PRADESH	GHAZIABAD	25	241	214	27	117	359	332

Sl. No.	State	Name of CCB	No. of Branches	Deposits			Total Loans O/s	Total Business	Total Business less Institutional Deposits
				Total Deposits	Of which Individual	Of which Institutional			
315	UTTAR PRADESH	GHAZIPUR	20	85	81	5	60	145	141
316	UTTAR PRADESH	GORAKHPUR	50	216	199	17	162	378	361
317	UTTAR PRADESH	HARDOI	20	74	62	12	24	98	86
318	UTTAR PRADESH	JAUNPUR	37	122	122	0	46	168	168
319	UTTAR PRADESH	JHANSI	18	112	99	13	50	162	149
320	UTTAR PRADESH	KANPUR	29	141	130	10	78	219	209
321	UTTAR PRADESH	LAKHIMPUR-KHERI	55	432	387	44	266	698	654
322	UTTAR PRADESH	LALITPUR	10	51	46	5	43	94	89
323	UTTAR PRADESH	LUCKNOW	21	122	105	17	55	177	160
324	UTTAR PRADESH	MAHOBA	-1	116	106	10	43	160	149
325	UTTAR PRADESH	MAINPURI	10	52	42	10	45	97	87
326	UTTAR PRADESH	MATHURA	18	72	52	21	130	202	181
327	UTTAR PRADESH	MAU	10	39	39	1	25	64	63
328	UTTAR PRADESH	MEERUT	42	451	399	52	258	709	657
329	UTTAR PRADESH	MIRZAPUR	27	168	149	19	72	240	221
330	UTTAR PRADESH	MORADABAD	41	234	228	6	133	367	361
331	UTTAR PRADESH	MUZAFFARNAG	38	451	373	79	246	697	618
332	UTTAR PRADESH	ORAI	19	146	124	21	70	215	194
333	UTTAR PRADESH	PILIBHIT	15	84	66	18	113	197	178
334	UTTAR PRADESH	PRATAPGARH	25	120	119	0	80	200	200
335	UTTAR PRADESH	RAE BARELI	32	159	143	17	76	236	219
336	UTTAR PRADESH	RAMPUR	18	117	92	25	136	252	227
337	UTTAR PRADESH	SAHARANPUR	23	179	167	12	198	376	364
338	UTTAR PRADESH	SHAHJAHANPU	19	93	78	15	119	211	197
339	UTTAR PRADESH	SIDDHARTHNA	13	44	44	1	21	65	65
340	UTTAR PRADESH	SITAPUR	38	136	133	3	80	216	213
341	UTTAR PRADESH	SULTANPUR	28	73	72	1	32	105	104
342	UTTAR PRADESH	UNNAO	19	86	77	9	42	128	119
343	UTTAR PRADESH	VARANASI	30	127	110	17	97	224	206
344	UTTARANCHAL	ALMORA	22	205	122	83	69	274	191
345	UTTARANCHAL	CHAMOLI	20	224	156	68	70	294	226
346	UTTARANCHAL	DEHRADUN	15	270	162	108	86	356	248
347	UTTARANCHAL	GARHWAL	20	189	173	16	80	269	253
348	UTTARANCHAL	HARIDWAR	12	184	167	18	93	277	259
349	UTTARANCHAL	NAINITAL	25	460	242	218	149	610	391
350	UTTARANCHAL	PITHORAGARH	22	223	210	13	99	322	309
351	UTTARANCHAL	TEHRI GARHWAL	25	269	135	134	113	382	248
352	UTTARANCHAL	UDHAM SINGH NAGAR	1	373	108	56	235	608	551
353	UTTARANCHAL	UTTARKASHI		164	208	165	67	231	66
354	WEST BENGAL	BALGARIA	11	140	72	68	107	247	179
355	WEST BENGAL	BALURGHAT	7	55	44	11	54	109	98
356	WEST BENGAL	BANKURA	16	283	164	118	201	483	365
357	WEST BENGAL	BIRBHUM	17	284	270	14	157	441	427
358	WEST BENGAL	BURDWAN	38	809	584	225	414	1223	998
359	WEST BENGAL	DARJEELING	7	39	32	7	43	82	75
360	WEST BENGAL	HOOGHLY	16	345	162	184	208	553	370
361	WEST BENGAL	HOWRAH	12	188	84	104	74	262	158
362	WEST BENGAL	JALPAIGUDI	9	73	46	28	86	159	132
363	WEST BENGAL	MALDA	12	180	136	44	103	282	239
364	WEST BENGAL	MUGBERIA	10	148	118	30	87	235	205
365	WEST BENGAL	MURSHIDABAD	13	134	63	72	119	254	182
366	WEST BENGAL	NADIA	17	245	139	106	132	377	271
367	WEST BENGAL	PURULIA	20	47	21	26	48	96	69
368	WEST BENGAL	RAIGANJ	8	166	162	4	176	341	337
369	WEST BENGAL	TAMALUK-GHATAL	17	295	72	224	133	428	205
370	WEST BENGAL	VIDYASAGAR	38	492	162	330	366	857	528
<b>ALL-INDIA</b>			<b>@12449</b>	<b>109345</b>	<b>68535</b>	<b>40811</b>	<b>101221</b>	<b>210566</b>	<b>169755</b>

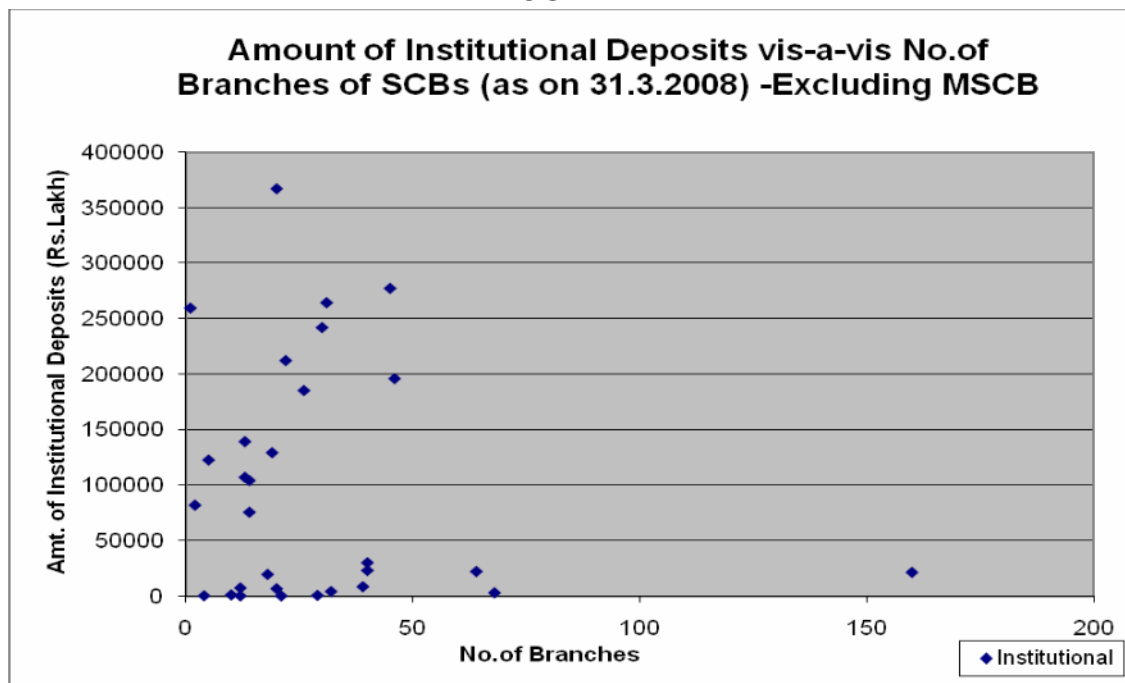
\* Data pertains to the period ended 31 March 2007  
@ Excluding HO branches & Extension counters

## ANNEXURE – 3.2(a)

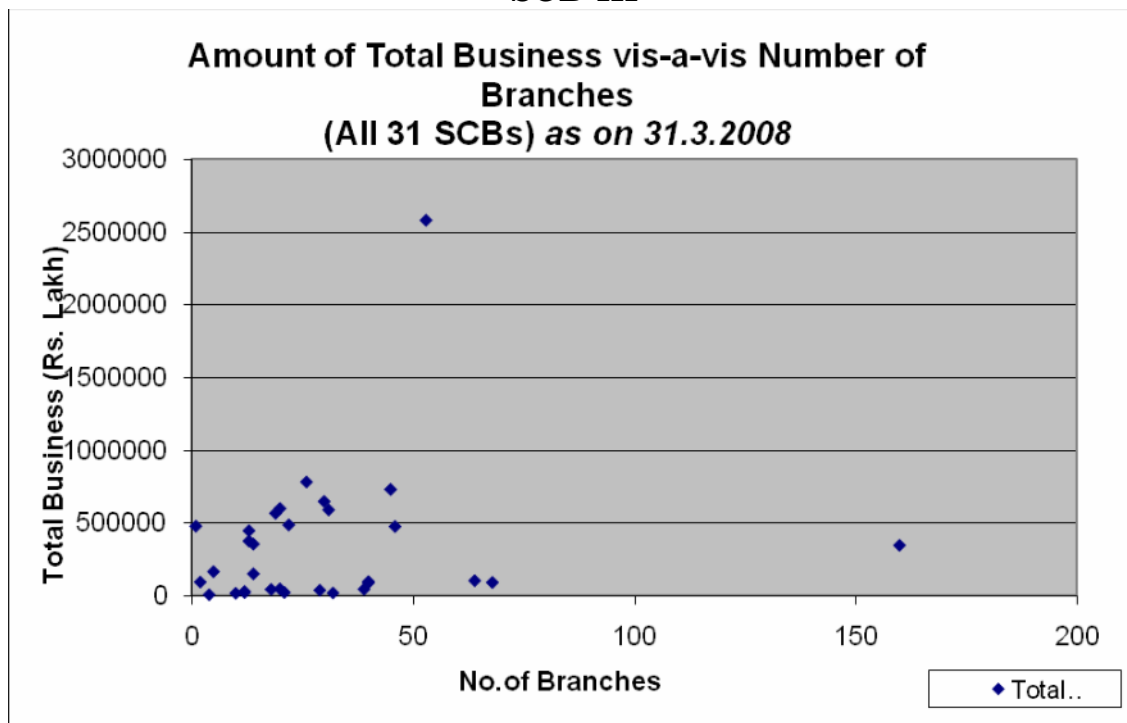
### SCB-I



### SCB-II



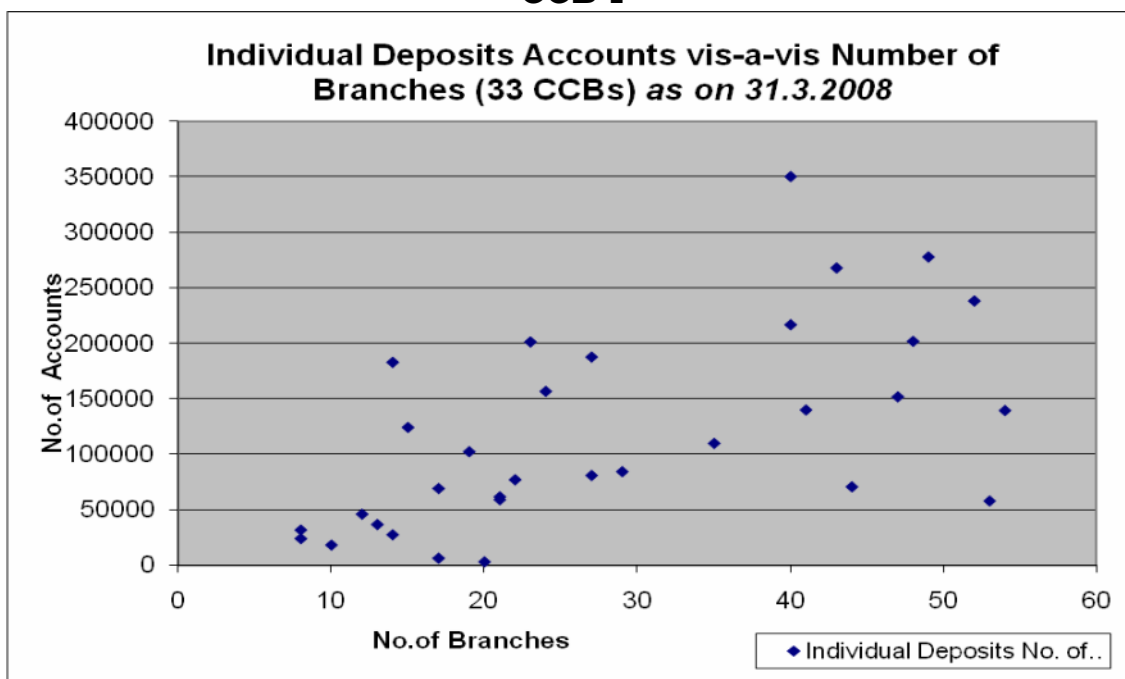
### SCB-III



Correlation Coefficient : 0.16

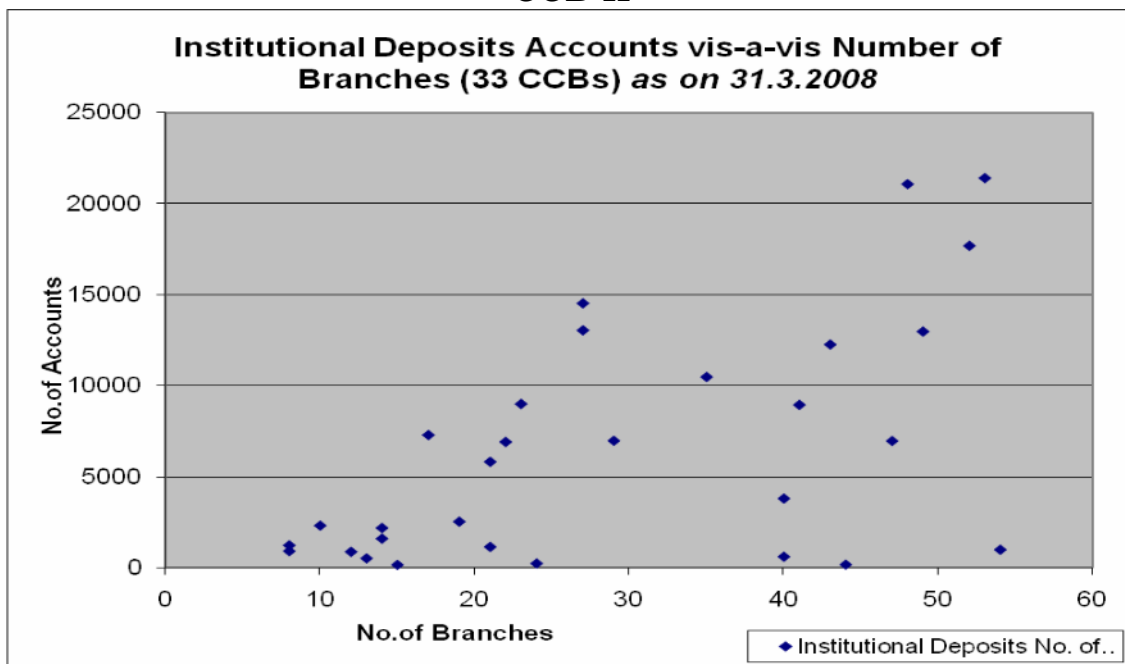
## ANNEXURE – 3.2(b)

### CCB-I



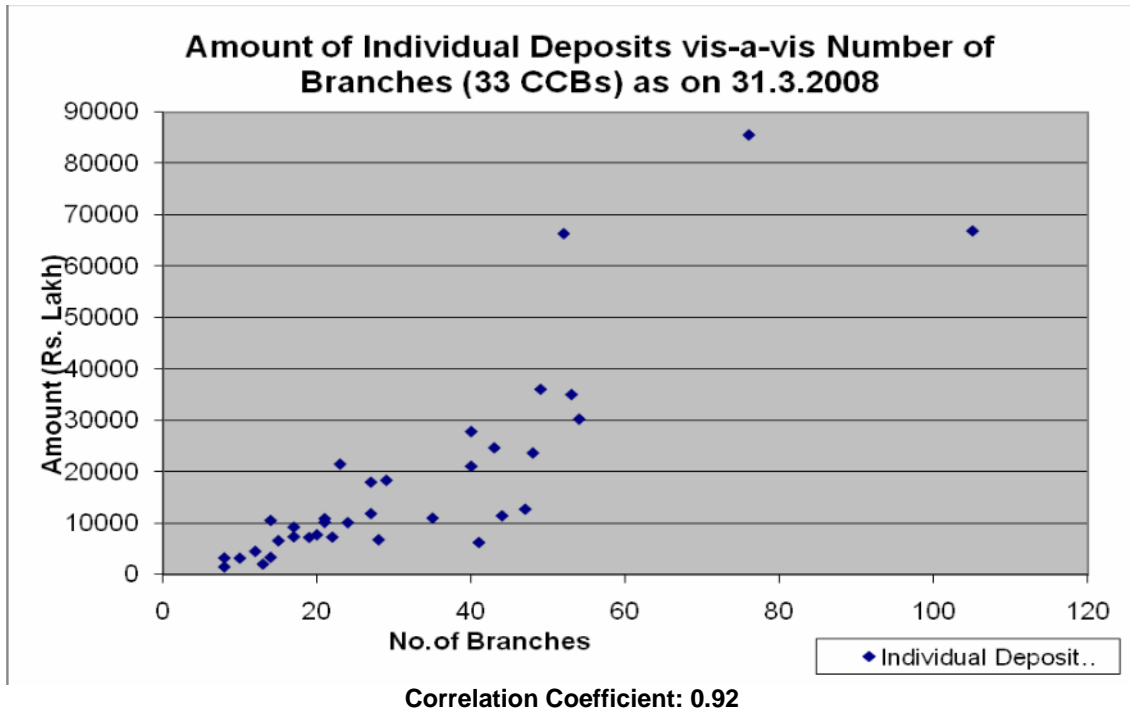
Correlation Coefficient: 0.88

### CCB-II

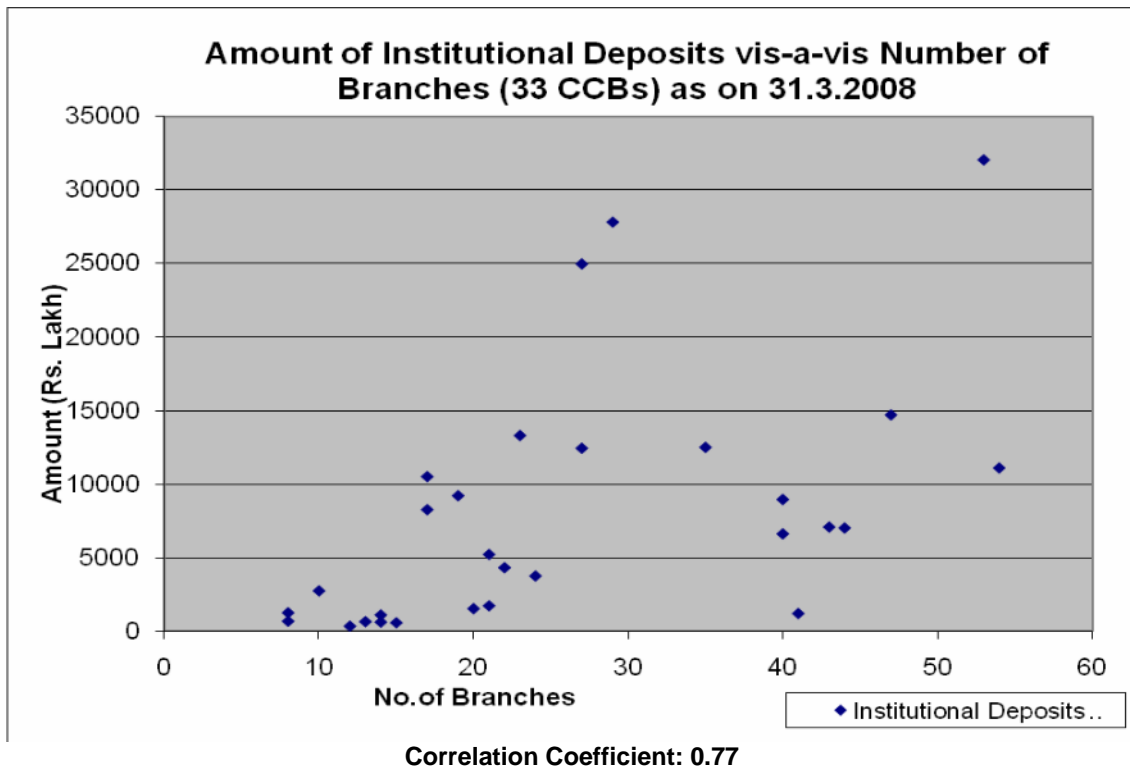


Correlation Coefficient: 0.15

### CCB-III



### CCB-IV





## ANNEXURE - 3.3(a)

### Sample SCBs - Share of Business

<b>% of Individual Business to Total Business (Amount)</b>	<b>No. of Branches</b>
0 to 20%	18
21% to 40%	20
41% to 60%	16
61% to 80%	16
81% to 100%	24
<b>Total</b>	<b>94</b>

<b>% of Individual Business to Total Business (No. of A/cs)</b>	<b>No. of Branches</b>
0 to 20%	Nil
21% to 40%	Nil
41% to 60%	2
61% to 80%	4
81% to 100%	88
<b>Total</b>	<b>94</b>

## ANNEXURE - 3.3(b)

### Sample CCBs - Share of Business

<b>% of Individual Business to Total Business (Amount)</b>	<b>No. of Branches</b>
0 to 20%	49
21% to 40%	81
41% to 60%	148
61% to 80%	123
81% to 100%	77
<b>Total</b>	<b>478</b>

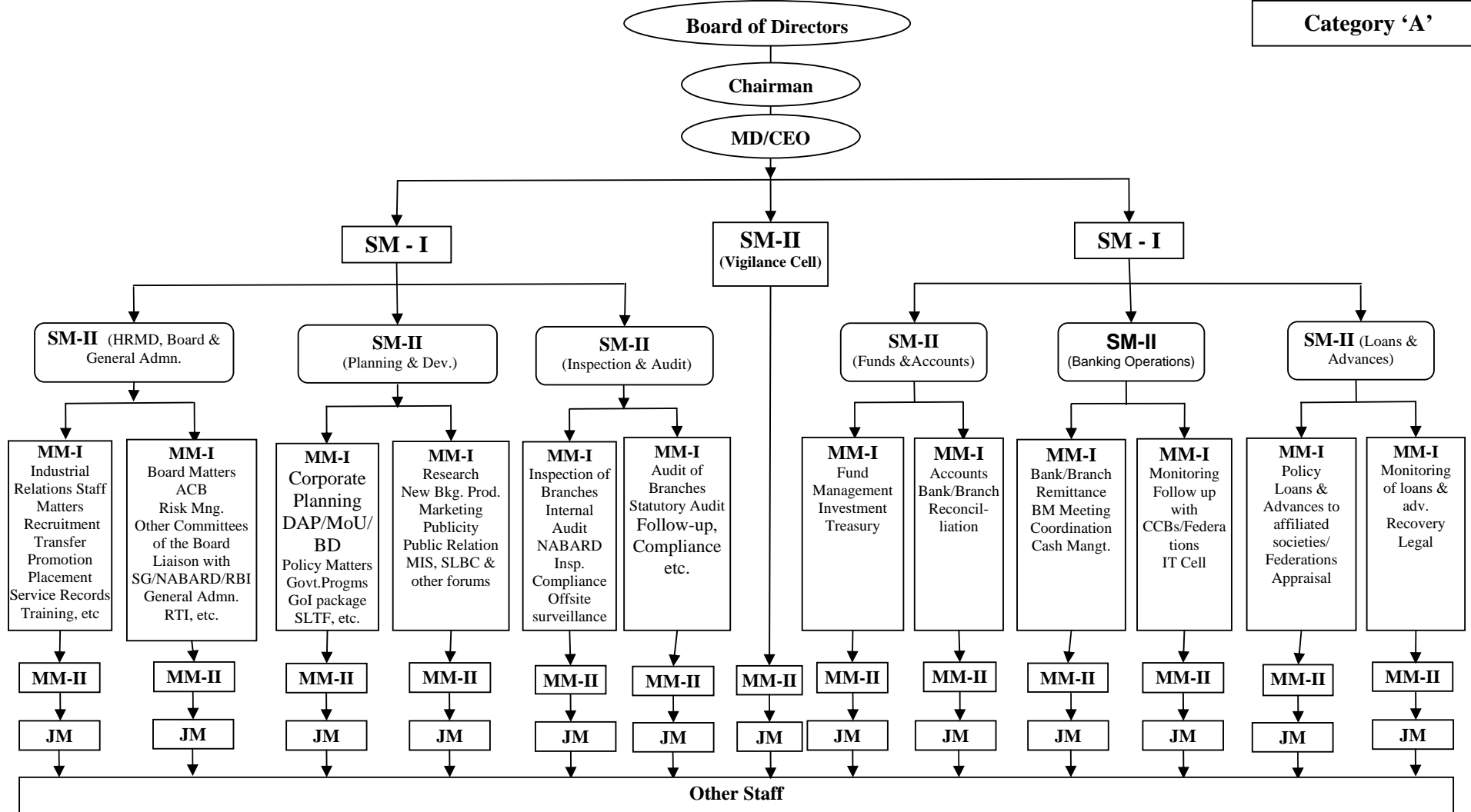
<b>% of Individual Business to Total Business (No. of A/cs)</b>	<b>No. of Branches</b>
0 to 20%	62
21% to 40%	36
41% to 60%	19
61% to 80%	15
81% to 100%	346
<b>Total</b>	<b>478</b>

<b>% of (Retail Deposits + Total Loans Outstanding) to Total Business (Amount)</b>	<b>No. of Branches</b>
0 to 20%	3
21% to 40%	6
41% to 60%	25
61% to 80%	79
81% to 100%	365
<b>Total</b>	<b>478</b>

<b>% of (Retail Deposits + Total Loans Outstanding) to Total Business (No. of A/cs)</b>	<b>No. of Branches</b>
0 to 20%	Nil
21% to 40%	1
41% to 60%	1
61% to 80%	23
81% to 100%	453
<b>Total</b>	<b>478</b>

## ANNEXURE – 3.4(a) ORGANISATION STRUCTURE OF SCB-HO

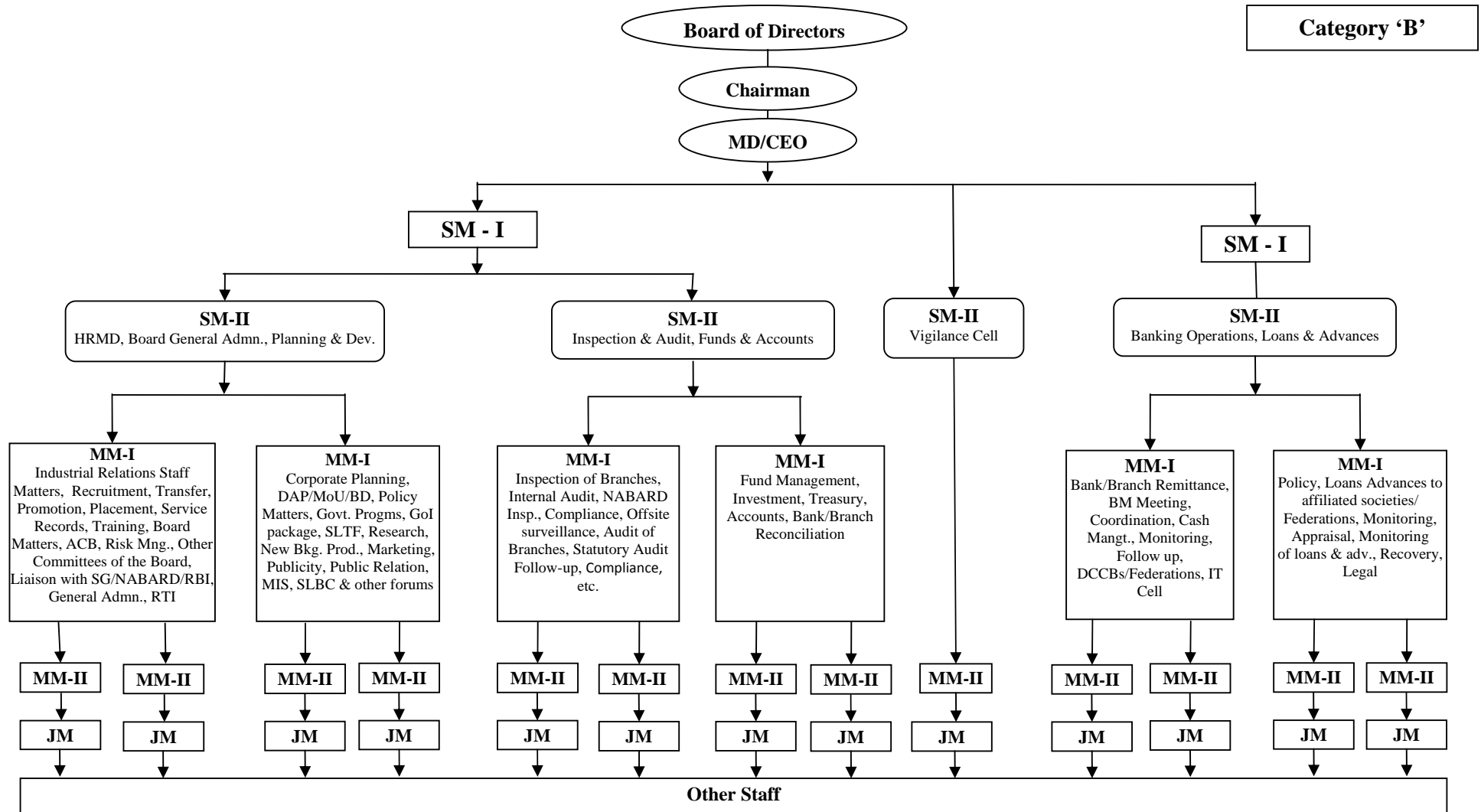
Category 'A'



1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided.
2. For details refer para 3.4.1

SM – Senior Management  
 MM – Middle Management  
 JM – Junior Management

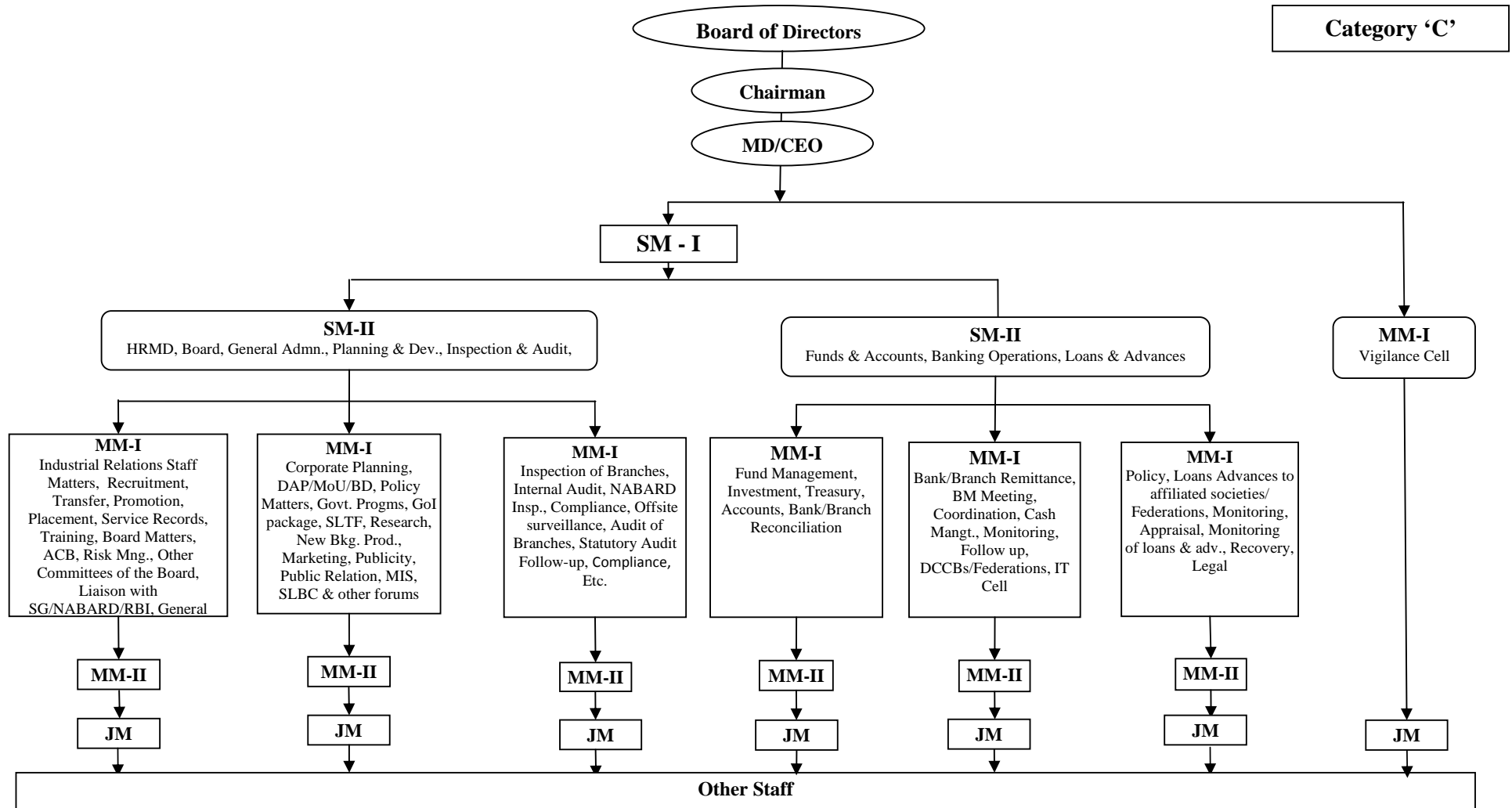
## ANNEXURE – 3.4(b) ORGANISATION STRUCTURE OF SCB-HO



1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management

## ANNEXURE – 3.4(c) ORGANISATION STRUCTURE OF SCB-HO

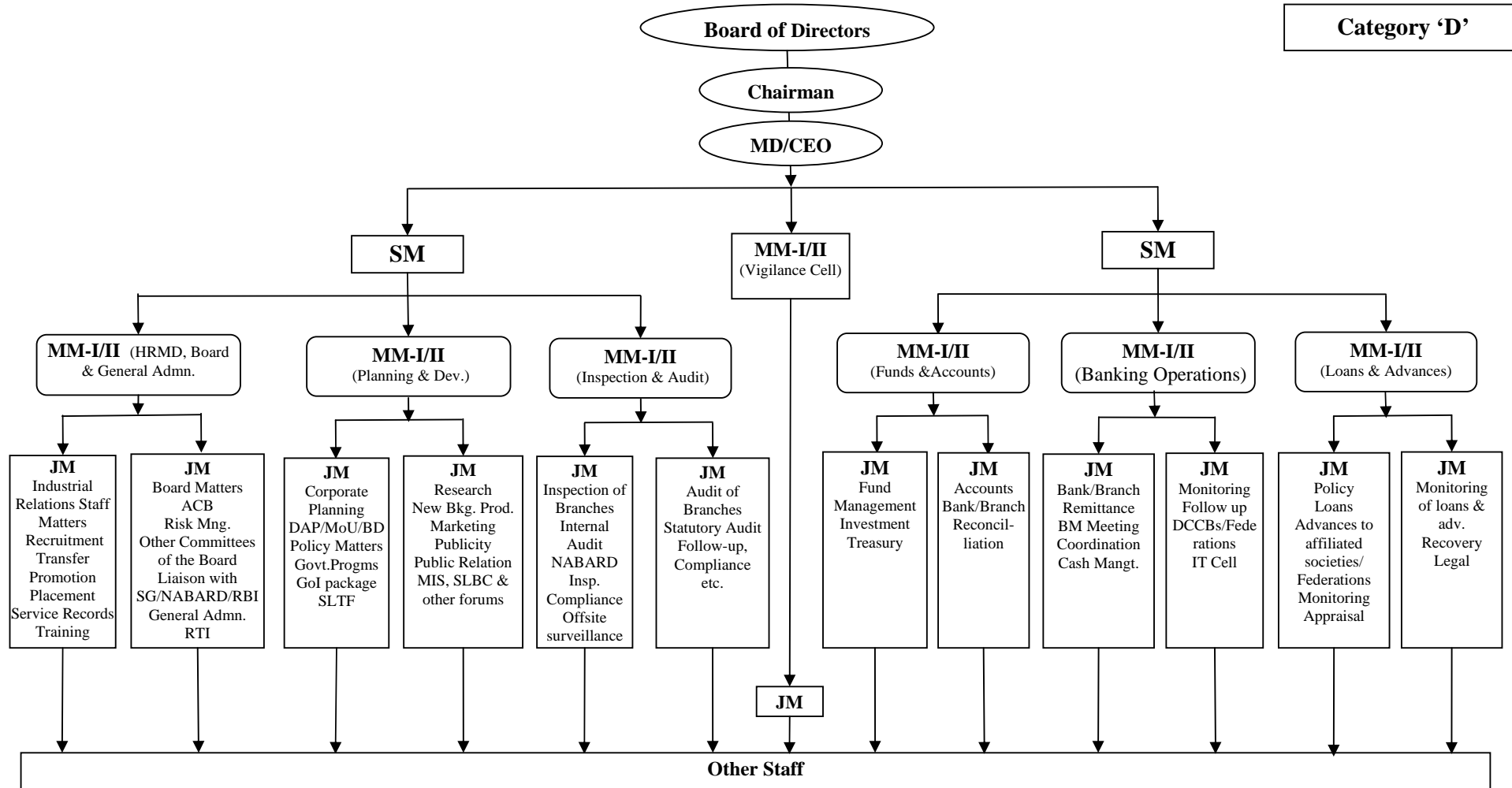


1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management

## ANNEXURE – 3.4(d)

### ORGANISATION STRUCTURE OF SCB-HO

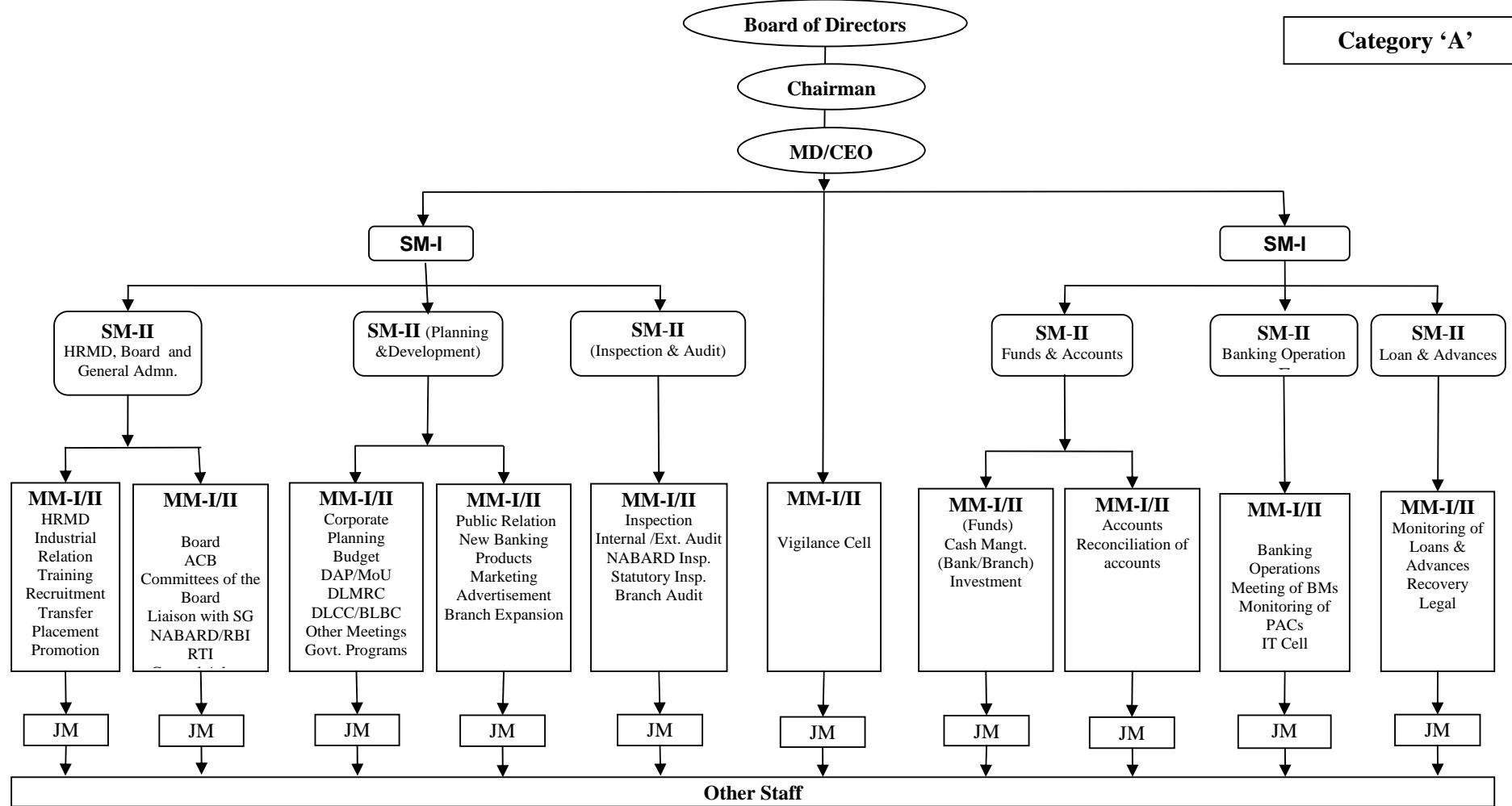


1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management

## ANNEXURE – 3.5(a)

### ORGANISATION STRUCTURE OF CCB-HO

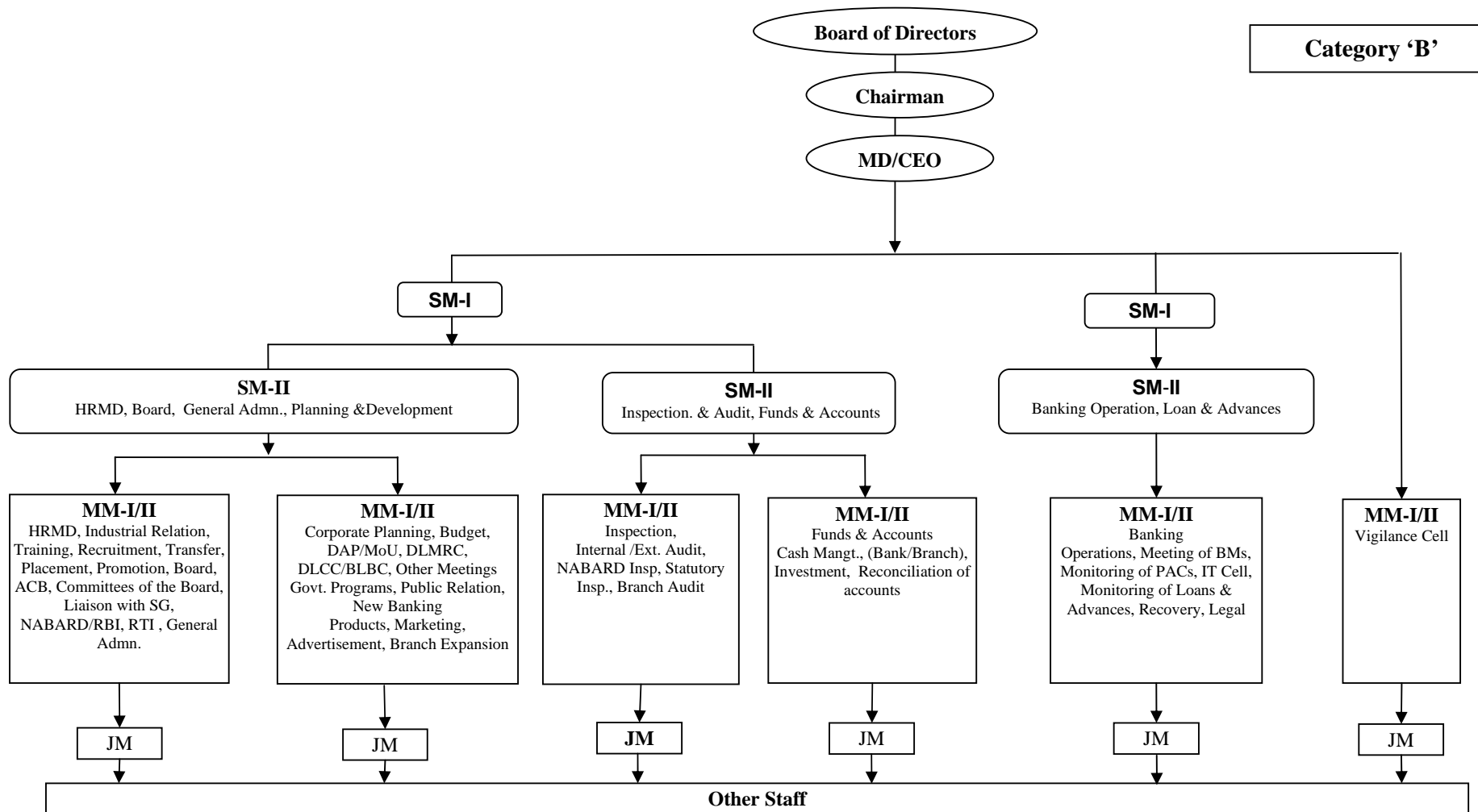


1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management

## ANNEXURE – 3.5(b)

### ORGANISATION STRUCTURE OF CCB-HO

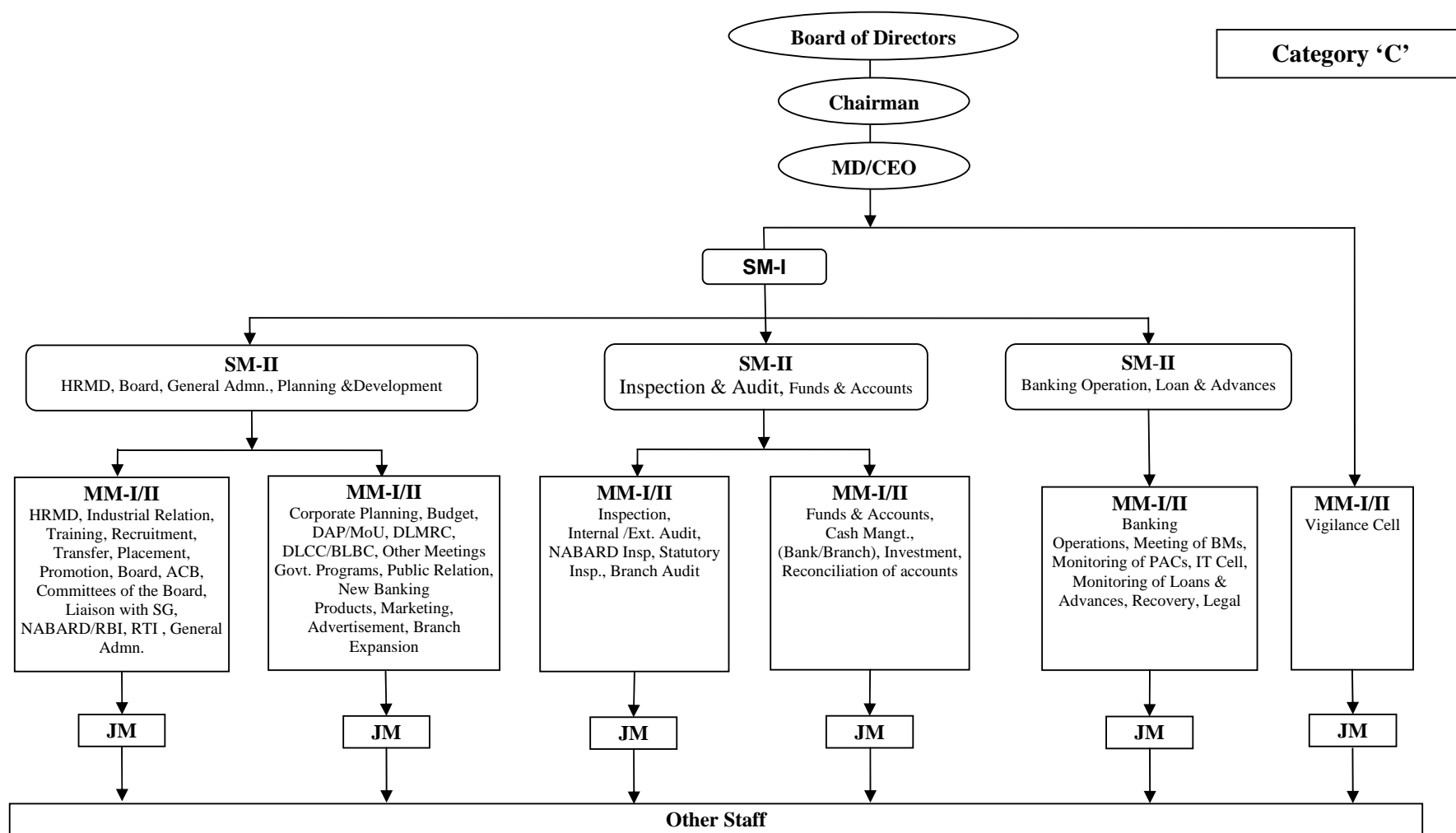


1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
 MM – Middle Management  
 JM – Junior Management

## ANNEXURE – 3.5(c)

### ORGANISATION STRUCTURE OF CCB-HO

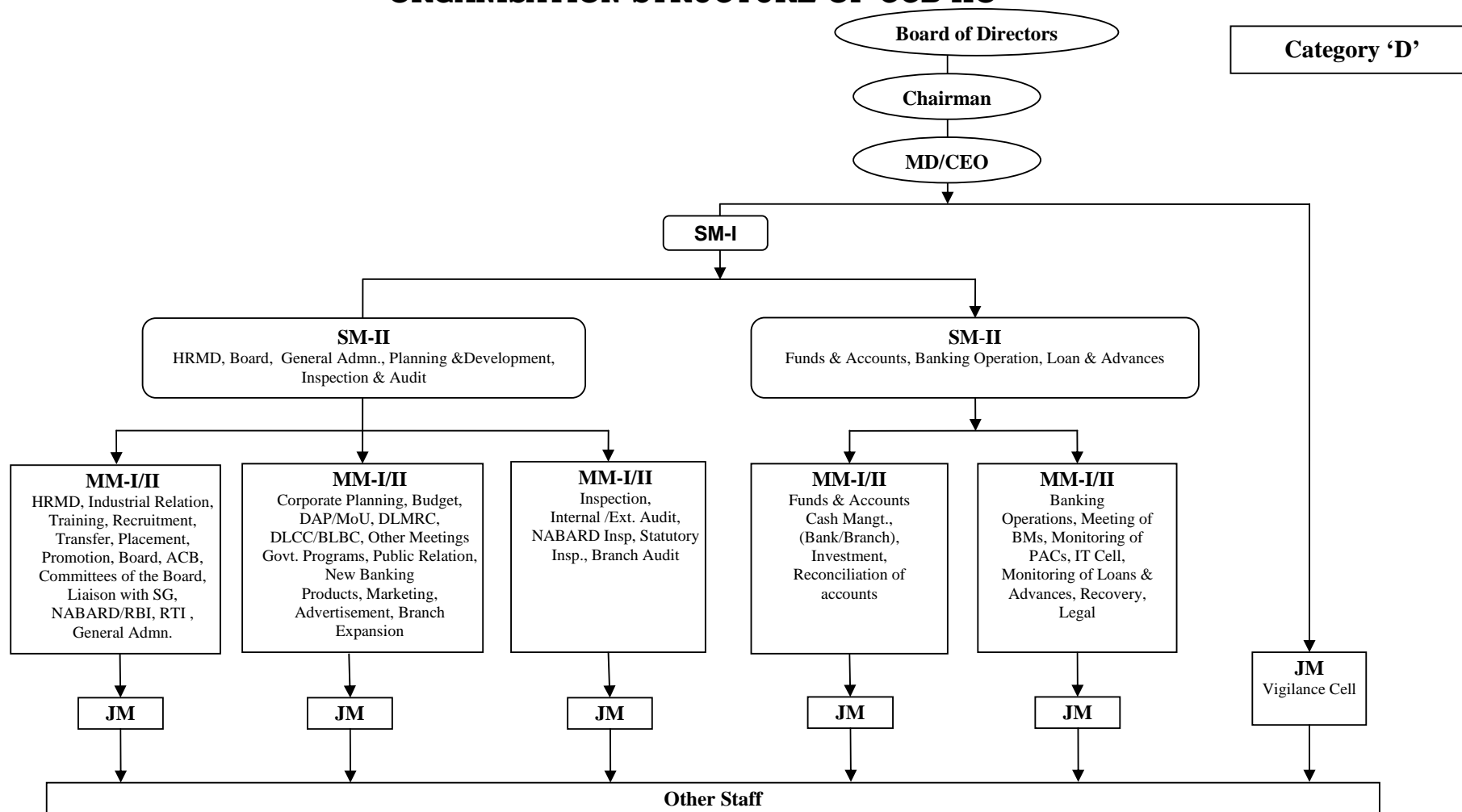


1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management



## ANNEXURE – 3.5(d) ORGANISATION STRUCTURE OF CCB-HO



1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management

## ANNEXURE - 4.1



भारतीय रिज़र्व बैंक

RESERVE BANK OF INDIA

www.rbi.org.in

RPCD CO RCBD<sup>2843</sup>/03.01.03/2008-09

March 3, 2009

The Chief General Manager  
National Bank For Agriculture And Rural Development  
Department for Cooperative Revival and Reforms (Head Office)  
Plot No. C-24, Block No.G  
Bandra-Kurla Complex  
Mumbai 400 051.

Dear Sir

### Fit and Proper Criteria for Directors / CEOs of Rural Co-operative Banks

Please refer to your letter Ref No. NB. Ho. DCRR/ 784/ (D-1)/ 2008-09 dated January 14, 2009 on the captioned subject.

2. We advise seriatim as under:

Para 1: We are in agreement with NABARD's suggestion regarding business relationship.

Para 2 (i): We are in agreement with NABARD's suggestion.

Para 2 (ii): The applicant from the officer cadre from the State Government should be considered eligible if he/she satisfies the eligibility criteria laid down for the post of CEO as indicated in Annex I to this letter..

Para 3: The educational qualification for the post of CEO has been relaxed.

The revised guidelines are as in Annexe I and II.

Yours faithfully

  
(K. Bhattacharya)  
General Manager

ग्रामीण आयोजना और ऋण विभाग, केन्द्रीय कार्यालय, 18 वीं मंजिल, केन्द्रीय कार्यालय भवन, शहीद भगतसिंह मार्ग, पोस्ट बॉक्स नं. 10014, मुंबई-400 001  
फोन : 2266 1602 फैक्स: 2262 1011/2265 8273/2265 8276 ई-मेल : egminerpco@rbi.org.in

Rural Planning & Credit Dept., Central Office, 18<sup>th</sup> Floor, Central Office Building, Shahid Bhagat Singh Marg, P.Box No. 10014, Mumbai 400 001  
Tel : 2266 1602 Fax : 2262 1011/2265 8273/2265 8276 E-mail : egminerpco@rbi.org.in

**Fit and proper criteria for Directors and CEOs of SCBs and DCCBs**

<b>Position</b>	<b>Criteria</b>
Director (Elected Members)	<ol style="list-style-type: none"> <li>1. The provisions of the bye-laws of the bank, in question, and the concerned State Cooperative Societies' Act shall be adhered to by the Election Authority in the matter.</li> <li>2. A declaration as in Annex II shall be obtained from each elected director. A special Board-level committee shall be set up by the elected Board to satisfy itself about the information provided by the directors in the declaration.</li> </ol>
Professional Director	<ol style="list-style-type: none"> <li>1. There shall be at least three directors on the Board with a minimum of five years' work experience in any of the following fields : <ol style="list-style-type: none"> <li>a) Accountancy (Qualified Chartered/Cost Accountant)</li> <li>b) Agriculture (Agricultural Graduate/Post graduate/ Agricultural Engineer)</li> <li>c) Banking (At senior management level, being a graduate)</li> <li>d) Finance/Economics/Commerce/Business/Administration (CFA) / Post-graduate in Economics/Commerce/Finance/Management/MBA).</li> <li>e) Law (Law Graduate/Post-graduate)</li> </ol> </li> <li>2. In case elected members do not possess prescribed qualifications/ experience as above, the Board shall co-opt requisite number of professionals with such prescribed qualifications/experience as directors to ensure that there are at least three directors with the prescribed qualifications /experience. Such co-opted directors shall have full voting rights.</li> <li>3. Any person who has had a business relationship with the bank, in question, during the last 3 preceding years will not be eligible. A person having commercial dealings with the bank (viz., contractor, professional like legal advisor, auditor etc.) will be treated as having business relationship with the bank. A person having deposits with / borrowing from the bank will not be classified as having business relationship for the purpose.</li> <li>4. The co-opted director will undertake that he/she will not take up any professional work (statutory audit, concurrent audit, legal retainership or empanelment as a lawyer, etc.) in any bank other than StCBs/ DCCBs/UCBs during his/her</li> </ol>

	<p>term as director of the bank and in the same bank till two years after demitting office of the director of that bank.</p> <p>5. Further, a declaration as in Annex II shall be obtained from a co-opted director at the time of his/her appointment. The Board-level committee, as mentioned above, shall undertake a process of due diligence in respect of each co-opted director relying on information given in the declaration.</p>
Chief Executive Officer (CEO)	<p>1. The person may preferably not be above 55 years of age at the time of appointment.</p> <p>2. The person to be appointed as CEO shall at least be a :</p> <ul style="list-style-type: none"> <li>i. Graduate with CAIIB/DBF/Diploma in Cooperative Business Management or equivalent qualification; or</li> <li>ii. Chartered/Cost Accountant ; or</li> <li>iii. Post graduate in any discipline.</li> </ul> <p>3. The person shall have at least eight years' work experience at the middle/ senior level in the banking sector. Senior / middle level for the purpose shall be taken as the third level (scale /cadre) onwards (i.e., excluding the first two levels (scales / cadres) in the officer cadre), or as the highest two levels (scales / cadres) below the level of CEO.</p> <p>4. The Board of the bank, in question/Selection Committee should also undertake a process of due diligence in respect of the person, relying on information to be obtained from him/her as in Annex II, before appointment.</p>

**ANNEX II**

	Details	
<b>I</b>	<b>Personal details of the candidate</b>	
a	Full name	
b	Date of Birth	
c	Educational Qualifications	
d	Relevant Background and Experience including details of current/previous occupation	
e	Permanent Address	
f	E-mail address/Telephone number	
g	Present address	
h	Permanent Account number under the Income Tax Act and name and address of Income Tax Circle	
i	Record of relevant professional achievements	
j	Relevant knowledge and experience	
k	Any other information relevant for the purpose	
<b>II</b>	<b>Relevant relationships</b>	
a	List of relatives if any who are connected with the bank	
b	List of entities if any in which he/she is considered as interested	
c	Fund and non-fund facilities, if any, presently availed by him/her and/or by entities listed in 'b' above from bank	
d	Cases, if any, where the candidate or entities listed in 'b' above are in default or have been in default in the last five years in respect of credit facilities obtained from the bank or any other bank.	
<b>III</b>	<b>Proceedings, if any, against the candidate</b>	
a	If the candidate is a member of a professional association/body, details of disciplinary action, if any, pending or commenced or resulting in conviction in the past against him/her or whether he/she has been banned from entry	

	into any profession/occupation at any time.	
b	Details of prosecution, if any, pending or commenced or resulting in conviction in the past against the candidate and/or against any of the entities listed in II(b) for violation of economic laws and regulations.	
c	Details of criminal prosecution, if any, pending or commenced or resulting in conviction in the last five years against the candidate.	
d	Has the candidate or any of the entities at II(b) above been subject to any investigation at the instance of Government department or agency?	
e	Has the candidate at the time been found guilty of violation of rules/regulations/legislative requirements by customs/excise/income tax/foreign exchange/other revenue authorities, if so give particulars.	
<b>IV</b>	<b>Any other explanation/information considered relevant for judging fit and proper</b>	

### **Undertaking**

I confirm that the above information is to the best of my knowledge and belief true and complete. I undertake to keep the bank fully informed, as soon as possible, of all events, which take place subsequent to my appointment, which are relevant to the information provided above.

Signature

Place :

Date :

## ANNEXURE – 4.2

### Model Format of Performance Appraisal Report

The PAR should contain the various parts as under:

(A) **Employee particulars (to be filled in by HRD)**

i. Personal details

- Name of the employee
- Date of Birth
- Employee Code/No.
- Present pay
- Designation/Position
- Qualifications
  - Academic
  - Professional/Functional
  - Length of service in the present grade

ii. Career History

- Department served (period)                      From                      To
- Training Programees attended during the year under review.
- Any excellence/reward in past year
- Present Department                      From                      To

(B) **Appraisal of performance during the year**

(To be filled in/written by the Appraisee Officer)

- i. Major items of work/functions attended during the year
- ii. Factors affects performance of officer favorably/adversely during the year.
- iii. Any outstanding work/achievement done
- iv. Requirement of any change – placement/posting (with valid justification)
- v. Signature with date by Appraise Officer

(C) **Performance Rating (by Appraiser/Reporting Officer)**

1. The rating scale be used for assessing the various job performance/key result areas and the attribute of the appraisee officer as below:

- A. Very Good (for exceptional performance)
- B. Good (for performance above requirements)
- C. Competent (for performance meeting requirements)
- D. Unsatisfactory (for performance needs improvements)
- E. Poor (for performance below requirements)

The following chart/table may be used to assess the performance

2. Job performance/key result areas:

Sl. No.	Job performance areas	Targets objectives	Achievement	Grade	Comments if any
1	Deposit mobilisation				
2	Loans issued/disbursed				
3	Recovery of loan				
4	Customer service				
5	Transactions processed				
6	Documentation/filing of returns etc.				

3. Performance Attributes

Sl. No.	Parameters	Rating (Grade)	Comments/ Observations
1	Knowledge of work		
2	Planning and organisational ability		
3	Analytical/Judgment ability		
4	Leadership/Management		
5	Adherence for schedules/deadlines		
6	Decision making power		

4. Personality Attributes

Sl. No.	Parameters	Rating (Grade)	Comments/ Observations
1	Personality		
2	Communication skill		
3	Interpersonal relations		
4	Reliability/Dependency		
5	Integrity/Faithfulness		
6	Creativity/Initiatives		



## 5. Overall Rating

Taking into account the employee's job performance, performance attributes and the personality attributes, the overall assessment should be summarized as under:

### Overall Rating of the Employee (Marking relevant box)

A	B	C	D	E

### **(D) Training Needs (To be filled in by Appraiser/Reporting Officer)**

1. Major strength and weaknesses of Appraise Officer
  - Strengths (brief account)
  - Weakness (briefly narrated)
2. Areas for improvements (to be filled in by Appraiser Officer)
  - To suggests specific areas for improvement by way of training/by job rotation for the appraise officer.
3. Assessment of potential of Appraisee officer
  - Whether promotable at immediate opportunity or require some more time say 2/3 years.
  - Whether appraisee officer is capable to shoulder higher responsibilities in immediate future or after some time /in due course

### **E) Review – PAR (By Review Committee)**

- Review of appraisal – comments in favour or otherwise
- Overall rating based on comments.

A	B	C	D	E

- Comments on training needs
- Comments on consideration for promotion

Signature of the Head of Review Committee  
Designation/Position  
Date

**F) Introduction of feed back system**

**G) Approval by HRD**

- General Manager  
Signature and Date
- CEO of the bank  
Signature and date

**H)** Initially, the rating scale for the grade that would be assigned and the corresponding score to be allocated to each grade would be defined. Illustratively, it may be assumed that the employees would be graded on a five point scale from 'A' to 'E' with 'A' as 'Excellent' and 'E' being 'Poor'. Accordingly, scores from 10 to 2 may have to be assigned to each grade as under:

Grade	Score
A	10
B	8
C	6
D	4
E	2

## ANNEXURE - 5.1(a)

### STATUS OF COMPUTERISATION IN SCBs (As on 31-03-2008)

Name of the State Cooperative Banks	Number of Branches Including H.O.	Of Column 2 Number of Branches Computerised	Of Column 2 Branches where Computerisation in Progress	Number of Branches Not Computerised
1. Andaman & Nicobar	30	13	0	17
2. Andhra Pradesh	27	27	0	0
3. Arunachal Pradesh	33	1	0	32
4. Assam	69	14	11	44
5. Bihar	15	12	3	0
6. Chhattisgarh	5	0	0	5
7. Chandigarh	13	0	0	13
8. Delhi	41	41	0	0
9. Goa	65	18	0	47
10. Gujarat	1	1	0	0
11. Haryana	14	1	0	13
12. Himachal Pradesh	161	161	0	0
13. Jammu & Kashmir	19	4	3	12
14. Jharkhand	0			0
15. Karnataka	32	12	0	20
16. Kerala	21	21	0	0
17. Madhya Pradesh	23	21	1	1
18. Maharashtra	54	32	9	13
19. Manipur	11	1	8	2
20. Meghalaya	41	21	20	0
21. Mizoram	13	5	0	8
22. Nagaland	22	22	0	0
23. Orissa	14	13	0	1
24. Pondicherry	21	10	11	0
25. Punjab	20	20	0	0
26. Rajasthan	14	0		14
27. Sikkim	5	3	0	2
28. Tripura	40	6	15	19
29. Tamil Nadu	45	45	0	0
30. Uttar Pradesh	31	0		31
31. Uttaranchal	2	0		2
32. West Bengal	47	35	7	5
<b>All India Total</b>	<b>949</b>	<b>560</b>	<b>88</b>	<b>301</b>

Source : NAFSCOB

<b>Branches Computerised as % to Total Branches</b>	<b>59.01</b>
<b>Branches under Computerisation as % to Total Branches</b>	<b>9.27</b>
<b>Branches not Computerised as % to Total Branches</b>	<b>31.72</b>

## ANNEXURE - 5.1(b)

### STATUS OF COMPUTERISATION IN CCBs (State-wise) (As on 31-03-2008)

Name of the State	Total Number of Branches Including H.O.	Of Column 2 Number of Branches Computerised	Of Column 2 at How Many Branches Computerisation in Progress	Total Number of Branches Not Computerised
1. Andhra Pradesh	576	61	33	482
2. Assam	18	0	0	18
3. Bihar	261	10	13	238
4. Chhattisgarh	217	4	3	210
5. Gujarat	1159	624	118	417
6. Haryana	386	53	0	333
7. Himachal Pradesh	181	25	21	135
8. Jammu & Kashmir	128	10	2	116
9. Jharkhand	149	0	0	149
10. Karnataka	609	93	31	485
11. Kerala	612	313	11	288
12. Madhya Pradesh	855	38	14	803
13. Maharashtra	3687	826	118	2743
14. Orissa	335	124	41	170
15. Punjab	807	86	84	637
16. Rajasthan	430	2	8	420
17. Tamil Nadu	737	35	644	58
18. Uttar Pradesh	1290	51	38	1201
19. Uttaranchal	194	0	0	194
20. West Bengal	280	138	10	132
<b>All India Total</b>	<b>12911</b>	<b>2493</b>	<b>1189</b>	<b>9229</b>

Source : NAFSCOB

<b>Branches Computerised as % to Total Branches</b>	<b>19.31</b>
<b>Branches under Computerisation as % to Total Branches</b>	<b>10.00</b>
<b>Branches not Computerised as % to Total Branches</b>	<b>70.69</b>

## ANNEXURE - 5.2

### LEVEL OF COMPUTER SKILLS IN SELECT CCBs

Sl. No.	Name of the CCB	Level of Computerisation			Level of Computerisation		
		Officers			Clerical & Others		
		Skilled	Working Knowledge	Without skill	Skilled	Working Knowledge	Without skill
1	Akola	2	50	229	8	108	127
2	Angul	0	0	23	NA	NA	NA
3	Balasore	0	0	20	NA	NA	NA
4	Baroda	7	15	0	13	14	0
5	Bhawanipatna	0	0	9	NA	NA	NA
6	Biddar	5	57	13	0	86	30
7	Bikaner	5	6	10	2	10	34
8	Bilaspur	0	0	96	0	0	244
9	Burdwan	7	109	9	9	156	112
10	Coimbatore	0	15	48	0	27	68
11	Darjeeling	0	1	12	2	7	13
12	Dharmapuri	0	62	50	0	89	60
13	Dumka	0	6	0	0	9	1
14	Ernakulam	12	183	0	12	146	47
15	Erode	0	38	0	0	139	0
16	Faizabad	5	0	25	5	0	54
17	Gadchiroli	2	59	24	0	52	15
18	Guna	0	0	12	0	1	68
19	Hardoi	1	1	24	3	1	31
20	Haridwar	0	4	30	0	3	18
21	Jagdalpur	0	10	37	0	17	86
22	Jalpaiguri	2	28	0	0	31	0
23	Kakinada	0	2	51	0	14	104
24	Kannur	0	86	0	0	335	15

Sl. No.	Name of the CCB	Level of Computerisation			Level of Computerisation		
		Officers			Clerical & Others		
		Skilled	Working Knowledge	Without skill	Skilled	Working Knowledge	Without skill
25	Kanpur	0	0	0	1	0	0
26	Ludhina	0	7	78	0	26	79
27	Mandla	0	0	0	0	12	0
28	Mangalore	0	76	0	0	204	0
29	Moradabad	17	17	64	35	35	64
30	Nasik	1	110	634	5	145	564
31	Nellore	0	5	23	0	6	39
32	Panipat	38	105	105	0	0	24
33	Pune	3	211	146	0	364	404
34	Rae Bareli	0	20	23	0	29	97
35	Ratnagiri	0	84	102	0	167	230
36	Satara	16	27	390	215	220	471
37	Shahjahnapur	0	22	13	0	35	13
38	Sindhudurg	1	63	85	1	102	317
39	Sivagangai	0	0	34	0	0	135
40	Thane	0	268	268	0	466	466
41	Thanjavur	1	2	0	0	30	50
42	Thrissur	0	17	53	4	125	286
43	United Puri	0	1	23	1	4	64
44	Wayanad	0	65	13	0	0	24
	<b>Total</b>	<b>125</b>	<b>1832</b>	<b>2776</b>	<b>316</b>	<b>3215</b>	<b>4454</b>

## **ANNEXURE - 6.1**

### **Organisations involved in Cooperative education and training**

#### **At National Level**

##### **a. National Council for Cooperative Training (NCCT):**

Training to the staff of cooperatives, both institutional and departmental, is being discharged through the NCUI's special standing committee known as National Council for Cooperative Training (NCCT) set up in 1962. The NCCT is responsible for organising, directing, monitoring and evaluating the arrangements of training for the personnel working in the cooperative institutes/departments over the country through. Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM) at Pune and 5 RICMs. 14 ICMs and 107 JCTCs located at state level.

##### **b. Bankers Institute of Rural Development (BIRD):**

The Bankers Institute of Rural Development (BIRD), an autonomous institute established by NABARD at Lucknow, caters to the training needs of the officers of the commercial banks, RRBs, cooperative banks and other client organizations. BIRD also conducts Trainers' Training Programme (TTP) for the officials of client banks. The training programmes conducted at BIRD are designed on the basis of an ongoing assessment of training needs enriched with findings of action research and field studies. During the year 2007-08, 4307 participants were trained at BIRD through 191 programmes conducted in-campus.

##### **c. Regional Training Colleges (RTC):**

NABARD has set up two RTCs, one each at Bolpur in West Bengal and Mangalore in Karnataka. While RTC, Bolpur caters to the training needs of client banks including cooperatives in Orissa, West Bengal, Bihar, Sikkim and North-Eastern States, the RTC, Mangalore caters to the training needs of southern States viz. Kerala, Tamil Nadu, Karnataka, Andhra Pradesh and Maharashtra. During 2007-08, RTC, Bolpur imparted training to 1778

participants through 73 in-campus programmes, while RTC, Mangalore conducted 103 programmes attended by 2404 participants.

**d. College of Agricultural Banking (CAB):**

The College of Agricultural Banking (CAB), Pune of Reserve Bank of India also conducts training programmes, inter alia, for officers of cooperative banks. During the year 2007-08, CAB conducted 54 in campus programmes in which about 1372 participants were trained.

**e. Indian Institute of Bank Management (IIBM):**

The IIBM, Guwahati is sponsored by RBI, NABARD, SBI, UBI, UCO Bank, Allahabad Bank and Central Bank of India. The institute conducts programmes for the officers of commercial banks, cooperative banks, RRBs, State Governments, etc. During 2007-08 IIBM trained about 122 officials in 5 programmes for cooperative banks.

**f. National Institute of Rural Banking (NIRB)**

NIRB, Bangalore set up by the National Cooperative Agriculture and Rural Development Banks Federation (NCARDB) caters to the training needs of cooperative banks and RRBs. NIRB conducted 57 programmes covering 1016 participants during 2007-08.

**At State Level**

• **Agricultural Cooperative Staff Training Institutes (ACSTIs)**

There are ten ACSTIs set up by various State Cooperative Banks to train their own personnel and officials of District Central Cooperative Banks (CCB) and PACS. All ACSTIs are imparting training through one channel, except Punjab and Tamil Nadu who have two channels. During 2007-08 all the ACSTIs together had trained 6575 participants from the cooperative banks.



- **Integrated Training Institutes (ITIs)**

In Andhra Pradesh, Rajasthan and Meghalaya, the training institutes cater to the training need of both short-term and long-term structure. While in Andhra Pradesh the institute is having two training channels, in Rajasthan and Meghalaya, the institutes are having one channel each.

- **Regional Institute of Cooperative Management (RICM) and Institute of Cooperative Management (ICM)**

There are 5 RICMs and 14 ICMs located in various states, which are directly under the administrative control of National Council for Cooperative Training (NCCT), New Delhi. In addition to the diploma programmes in Cooperative Management., they conduct short-term training programmes. During 2007-08 all 5 RICMs had conducted 639 training programmes for 17072 participants. Similarly all the 14 ICMs had conducted 1263 training programmes in which 36106 people were trained.

- **Junior Cooperative Training Centres (JCTC)**

There are 107 junior cooperative training centers in the country catering to the training needs of the junior level functionaries in the cooperative departments/institutions. The JTCs are mostly operated by the State Cooperative Unions except in states of Bihar, Haryana and Meghalaya where these are directly managed by the concerned State Government. The support to these centers is provided by NCCT particularly class-room infrastructure, faculty development and course design out of the funds received from GoI under Central Sector Scheme initiated during the X five year plan (2002-2007) which continued in XI Five Year Plan also. During 2007-08 the JTCs trained 27158 persons in various short-term training programmes for cooperatives.

## **ANNEXURE - 6.2**

### **Names and Addresses of Training Institutions**

#### **Regional Institutes of Co-operative Management (RICMs)**

- 5** Regional Institute of Coop. Management  
N 67, Padmanabhanagar,  
Banashankari II Stage Bangalore - 560 070
- 6** Regional Institute of Coop. Management  
Sector 32-C  
Chandigarh - 160030
- 7** Regional Institute of Coop. Management  
Kalyani -741235  
Dist. Nadia (WB)
- 8** DNS Regional Institute of Coop. Management  
Shastrinagar  
Patna - 800 023
- 9** Regional Institute of Coop. Management  
Sector 30  
Gandhinagar - 382 030

#### **Institutes of Co-operative Management (ICMs)**

1. Institute of Cooperative Management  
E- 8/77, Shahpura, Trilanga Road  
Bhopal - 462 039
2. Institute of Cooperative Management  
Bhubaneswar
3. Natesan Institute of Cooperative Management  
2377-A, West Annanagar  
Chennai - 600 040
4. Institute of Cooperative Management  
6, Mussoorie Road Rajpur,  
Dehradun - 248 009 (Uttaranchal)
5. Institute of Cooperative Management  
Chachakm VIP Road, P.O. Hengrabari  
Guwahati - 781 036

6. Institute of Cooperative Management  
Rajendranagar,  
Hyderabad - 500 030
7. Institute of Cooperative Management  
(Near RCS Office), Lamphelpat  
Cooperative Complex  
Imphal - 795 014
8. Institute of Cooperative Management  
Block - A, Jhalana Dungari, Near Doordarshan Kendra  
Jaipur - 302 004
9. Institute of Cooperative Management  
Parassinikkadavu (P.O.)  
Kannur - 670 563 (Kerala)
10. Indira Gandhi Institute of Cooperative Management  
Block-B, Sector - 18, Rajajipuram,  
Lucknow -226017
11. Institute of Cooperative Management  
Postal Training Centre, Post Chinnai Udaippu  
Madurai - 625 022
12. Dr. D R Gadgil Institute of Cooperative Management  
Ishwar Nagar, 1CM Bus Stop, Mini Bypass Road  
New Nadanvan  
Nagpur - 440 009
13. Dr. Vitthalarao Vikhe Patil Institute of Cooperative Management  
43/16-A, Erandwana, Karve Road,  
Pune - 411 004
14. Institute of Cooperative Management  
P B No. 2707, P O Poojappura, Mandavanmughal  
Thiruvananthapuram - 695 012

**Agricultural Co-operative Staff Training Institutes (ACSTIs)**

1. Agricultural Coop. Staff Training Institute of KSCAB Ltd.  
No. 67, Coop. Training Complex, Padmanabhanagar,  
Banshankari stage - II  
Bangalore - 560 070  
Fax No. 080 26690494

2. The Agrciultural Staff Training Institute of KSCB  
Monvilla, Kulathur
3. Cooperative Staff Training Institute of MPRSB  
[Karmachari Prishikshan Sansthan]  
4, Katra Sultanbad, P & T Chaurah, Bhopal - 462 003  
Fax No. 0755 2555684/255 1895
4. Agricultural Coop. Staff Training Institute of OSCB  
Pandit Jawaharlal Nehru Marg, Unit IV  
Bhubaneswar - 751 001
5. Agricultural Coop. Staff Training Institute of PSCB Ltd.  
Namdev Chowk,  
Jalandhar - 144 001  
Fax No.0181 452981
6. Agricultural Coop. Staff Training Institute of TNSCAB  
Madhavram Milk Colony  
Chennai - 600 051  
Fax No. 044 25591056
7. National Institute of Cooperative Management  
Opp. Amusement Park, Indroda Colony  
Gandhinagar, Ahmedabad - 382 007  
Fax No. 079 23213036
8. Staff Training College  
Haryana State Coop. Apex Bank Ltd.  
SCO No. 89, Sector - 5, Panchkula - 134 109  
Fax No. 0172 2573871
9. Agricultural Coop. Staff Training Institute of HP, SCB Ltd.  
Sangati, Sumer Hill,  
Shimla - 171 005
10. Academy for Co-op. Management, Research & Training  
Bidhan Nagar Poura Bhavan, 2nd Floor,  
415 A, FD Block, Sector - III, Salt Lake  
Kolkata - 700 091  
Fax 033-2321-3725
11. The Agril. Coop. Staff Training Institute of UPCOB Ltd.  
472, Sector 21, Ring Road. Indira Nagar  
Lucknow - 226016

### **Integrated Training Institutes (ITIs)**

1. Rajasthan Institute of Coop. Education and Management (RICEM)  
10-13, Institutional Area  
Jhalana Doongri  
Jaipur - 302 004
2. Andhra Pradesh State Coop. Bank Ltd  
Cooperative Training Institute (APCOB-CTI)  
ICT Complex, Rajendra Nagar  
Hyderabad - 500 030  
Fax No. 040 2401 6312
3. Manpower Development & Management Institute (MDMI)  
Meghalaya Coop. Apex Bank Complex  
M G Road, Shillong - 793 001

## ANNEXURE - 6.3

### STAFF TRAINED DURING 2007-08 – Select SCBs

Sl. No	State	Total No. of Staff				No. of Staff Trained				% of Staff Trained			
		Officers	Clerical	Sub-Staff	Total	Officers	Clerical	Sub-Staff	Total	Officers	Clerical	Sub-Staff	Total
1	West Bengal	125	173	106	404	-	-	-	0	0.00	0.00	0.00	0.00
	<b>EAST ZONE</b>	125	173	106	404	0	0	0	0	0.00	0.00	0.00	0.00
1	Gujarat	92	70	51	213	93	39	-	132	101.09	55.71	0.00	61.97
2	Maharashtra	826	949	334	2109	675	619	-	1294	81.72	65.23	0.00	61.36
	<b>WEST ZONE</b>	918	1019	385	2322	768	658	0	1426	83.66	64.57	0.00	61.41
1	Chhattisgarh	42	78	57	177	16	7	-	23	38.10	8.97	0.00	12.99
2	Jammu & Kashmir	71	89	31	191	12	23	-	35	16.90	25.84	0.00	18.32
3	Madhya Pradesh	113	315	217	645	73	88	-	161	64.60	27.94	0.00	24.96
4	Rajasthan	110	111	34	255	110	111	34	255	100.00	100.00	100.00	100.00
5	Uttar Pradesh	314	474	364	1152	306	384	-	690	97.45	81.01	0.00	59.90
	<b>NORTH ZONE</b>	643	1040	709	2392	407	502	0	909	63.30	48.27	0.00	38.00
1	Andhra Pradesh	201	332	169	702	-	-	-	0	0.00	0.00	0.00	0.00
2	Kerala	108	142	95	345	79	-	-	79	73.15	0.00	0.00	22.90
	<b>SOUTH ZONE</b>	309	474	264	1047	79	0	0	79	25.57	0.00	0.00	7.55
1	Arunachal Pradesh	27	161	109	297	58	84	32	174	214.81	52.17	29.36	58.59
2	Assam	207	306	203	716	98	12	-	110	47.34	3.92	0.00	15.36
3	Meghalaya	94	367	183	644	17	85	-	102	18.09	23.16	0.00	15.84
4	Mizoram	51	70	25	146	43	13	-	56	84.31	18.57	0.00	38.36
	<b>NORTH-EAST</b>	379	904	520	1803	216	194	32	442	56.99	21.46	6.15	24.51
<b>TOTAL (ALL ZONES)</b>		<b>2374</b>	<b>3610</b>	<b>1984</b>	<b>7968</b>	<b>1470</b>	<b>1354</b>	<b>32</b>	<b>2856</b>	<b>61.92</b>	<b>37.51</b>	<b>1.61</b>	<b>35.84</b>

## ANNEXURE - 6.4

### STAFF TRAINED DURING 2007-08 (Select CCBs)

Sl. No.	State	Name of the CCB	Total No. of Staff				No. of Staff Trained				% of Staff Trained			
			Offic	Clerical	Sub-	Total	Officer	Clerical	Sub-	Total	Officers	Clerical	Sub-	Total
1	Orissa	Bhawanipatna	9	80	56	145	10	39	2	51	111.11	48.75	3.57	35.17
2	Orissa	Nayagarh	15	63	26	104	9	6	-	15	60.00	9.52	-	14.42
3	Orissa	Balasore Bhadrak	20	145	53	218	44	40	17	101	220.00	27.59	32.08	46.33
4	Orissa	Angul	21	61	45	127	33	45	2	80	157.14	73.77	4.44	62.99
5	Orissa	United Puri	18	36	39	93	26	8	-	34	144.44	22.22	-	36.56
6	West Bengal	Darjeeling	20	23	11	54	22	21	-	43	110.00	91.30	-	79.63
<b>EAST ZONE</b>			<b>103</b>	<b>408</b>	<b>230</b>	<b>741</b>	<b>144</b>	<b>159</b>	<b>21</b>	<b>324</b>	<b>139.81</b>	<b>38.97</b>	<b>9.13</b>	<b>43.72</b>
1	Maharashtra	Ratnagari	175	251	157	583	96	-	-	96	54.86	-	-	16.47
2	Maharashtra	Pune	467	653	272	1392	245	-	-	245	52.46	-	-	17.60
3	Maharashtra	Akola	339	343	105	787	216	28	-	460	63.72	8.16	-	58.45
4	Maharashtra	Thane	267	462	250	979	92	133	-	225	34.46	28.79	-	22.98
5	Maharashtra	Parbhani	419	194	184	797	31	1	-	32	7.40	0.52	-	4.02
6	Maharashtra	Nasik	642	786	361	1789	435	285	3	723	67.76	36.26	0.83	40.41
7	Maharashtra	Satara	388	871	200	1459	107	545	200	852	27.58	62.57	100	58.40
8	Maharashtra	Sindudurg	175	281	260	716	21	6	-	27	12.00	2.14	-	3.77
9	Maharashtra	Gadchiroli	85	67	89	241	29	27	-	56	34.12	40.30	-	23.24
<b>WEST ZONE</b>			<b>2957</b>	<b>3908</b>	<b>1878</b>	<b>8743</b>	<b>1272</b>	<b>1025</b>	<b>419</b>	<b>2716</b>	<b>43.02</b>	<b>26.23</b>	<b>22.31</b>	<b>31.06</b>
1	Chhattisgarh	Jagadlpur	45	49	58	152	33	8	40	81	73.33	16.33	68.97	53.29
2	Haryana	Panipat	112	32	23	167	-	14	2	16	0.00	43.75	8.70	9.58
3	MP	Ratlam	54	33	42	129	15	6	-	21	27.78	18.18	-	16.28
4	MP	Guna	13	35	34	82	6	-	-	6	46.15	-	-	7.32
5	MP	Mandla	56	55	52	163	4	7	-	11	7.14	12.73	-	6.75
6	UP	Muradabad	81	90	45	216	63	62	-	125	77.78	68.89	-	57.87
7	UP	Faizabad	41	45	39	125	8	2	-	10	19.51	4.44	-	8.00
8	UP	Kanpur	32	36	46	114	-	-	-	0	-	-	-	0.00
9	UP	Shahjahanpur	113	68	85	266	22	23	-	45	19.47	33.82	-	16.92
10	UP	Rae Barile	53	67	54	174	6	3	-	9	11.32	4.48	-	5.17
11	UP	Hardoi	99	-	34	133	25	38	-	63	25.25	-	-	47.37
12	Uttarakhand	Haridwar	29	21	23	73	1	-	-	1	3.45	-	-	1.37
<b>NORTH ZONE</b>			<b>571</b>	<b>450</b>	<b>454</b>	<b>1475</b>	<b>150</b>	<b>141</b>	<b>0</b>	<b>291</b>	<b>26.27</b>	<b>31.33</b>	<b>0.00</b>	<b>19.73</b>
1	AP	Nellore	28	30	30	88	4	1	1	6	14.29	3.33	3.33	6.82
2	AP	Kakinada	53	97	82	232	4	8	4	16	7.55	8.25	4.88	6.90
3	Karnataka	South Canara	103	278	82	463	6	1	-	7	5.83	0.36	-	1.51
4	Karnataka	Bidar	75	106	67	248	74	50	54	178	98.67	47.17	80.60	71.77
5	Kerala	Ernakulam	194	116	137	447	181	116	51	348	93.30	100.00	37.23	77.85
6	Kerala	Trichur	156	183	140	479	96	168	-	264	61.54	91.80	-	55.11
7	Kerala	Kannur	167	169	125	461	156	64	10	230	93.41	37.87	8.00	49.89
8	Kerala	Wayanad	76	24	40	140	12	-	-	12	15.79	-	-	8.57
9	Kerala	Idukki	130	68	102	300	36	3	-	39	27.69	4.41	-	13.00
10	Tamil Nadu	Sivaganga	30	91	44	165	9	19	-	28	30.00	20.88	-	16.97
11	Tamil Nadu	Coimbatore	72	95	39	206	-	-	-	0	-	-	-	0.00
12	Tamil Nadu	Thanjavur	6	72	21	99	-	-	-	0	-	-	-	0.00
13	Tamil Nadu	Erode	79	58	40	177	43	58	-	162	54.43	100.00	-	91.53
14	Tamil Nadu	Dharmapuri	57	92	34	183	11	8	-	19	19.30	8.70	-	10.38
<b>SOUTH ZONE</b>			<b>1226</b>	<b>1479</b>	<b>983</b>	<b>3688</b>	<b>632</b>	<b>557</b>	<b>120</b>	<b>1309</b>	<b>51.55</b>	<b>37.66</b>	<b>12.21</b>	<b>35.49</b>
<b>TOTAL (ALL ZONES)</b>			<b>4857</b>	<b>6245</b>	<b>3545</b>	<b>14647</b>	<b>2198</b>	<b>1882</b>	<b>560</b>	<b>4640</b>	<b>45.25</b>	<b>30.14</b>	<b>15.80</b>	<b>31.68</b>

## **ANNEXURE - 6.5**

### **Training - Areas currently covered by select SCBs**

<b>Sl. No.</b>	<b>OFFICERS</b>	<b>CLERICAL</b>	<b>SUB-STAFF</b>
1	Accounting	Accounting	Basic computer skill
2	Advances of banking	Analysis of Balance Sheet	Customer service
3	Implementation of ADWDR scheme of GOI.	Auditing	Human Relations
4	Agriculture finance	Balance Sheet Analysis & Funds Management	Negotiation skills for management of NPA
5	Animal Husbandry	Banking Laws	
6	Asset Liability Management	Basic computer skills	



## ANNEXURE - 6.6

### Training - Areas currently covered by select CCBs

Sl. No.	Officers	Clerical	Sub-Staff
1	Balance Sheet Analysis & Funds Management	3 month diploma in Coop. Management	Office cleanliness
2	Branch as a profit centre	Branch as a profit centre	Personality Development
3	Change of Management & Personal effectiveness.	CAS/MIS	Programme on detection of foraged currency and appraisal of gold ornaments
4	Common Accounting System	Computerization of RPCD returns	Record filing
5	Compliance of inspection	Computer Awareness	
6	Credit Delivery & Monitoring	Computer Software (Samabaya Package)	
7	Credit Enhancement	DAP-MoU	
8	Credit Monitoring Arrangements	Doubling of Agricultural Credit	
9	DAP & Investment credit	Effective Customer Relationship	
10	Debt Waiver & debt relief scheme	Emerging opportunity in retail banking	
11	Documentation	Fake Note Detection	
12	Doubling of Agricultural credit	Group Dynamism and Team building	
13	Fake note Detection	Induction training for new recruits	
14	Financing of Micro Enterprises	Integrated approach to excellence in branch banking	
15	Floriculture	Legal procedure in coop banks	
16	Formation and Financing of SHG	Linux operating system	
17	Gender sensitization	Management Development System	

<b>Sl. No.</b>	<b>Officers</b>	<b>Clerical</b>	<b>Sub-Staff</b>
18	Gold Appraisal	Marketing Insurance Products	
19	Improving Profitability	Micro finance & Bank Linkage	
20	Inspection officers of coop banks	Money Laundering Act & Issues	
21	Investment of Funds	Motivational dynamics & leadership	
22	Know Your Customer (KYC)	NPA, Loan Verification & Customer Service	
23	Law & Banking	Personal Growth Lab & Development of personality	
24	Master Trainer on VC-I	Pre retirement counseling	
25	Motivational dynamics leadership	Risk Management	
26	Pre retirement counseling	Sarfesi Act. 2002	
27	Prevention of money laundering Act. 2002	Section 11(1) non complaint banks	
28	Revitalization of cooperatives	Short term credit oriented scheme	
29	Risk & Recovery Management	Training on Special Audit	
30	Statistical statements coop movements	Transactional Analysis	
31	TDS & Micro Credit, inspection, Recovery	Turn around strategies for weak banks	
32	Time Management	Using computer for project appraisal	
33	Upscaling SHGs unit & working capital assessment	Women Development Cell concept	

## ANNEXURE - 6.7

### Areas of training suggested by State Cooperative Banks for coverage

Sl. No.	Officers	Clerical	Sub-staff
1	Accounting and auditing	Accountancy	Banking & Computerisation
2	Accounting system	Advance computer knowledge	Basic training Programme on banking
3	Advance computer knowledge	Banking & computerisation	Custom service and relation
4	Appraisal methodology & documentation of Non-Farm Sector.	Banking Operations	House Keeping
5	Asset & Liability Management	Basic Computer Application	Maintenance of records
6	Audit in computerised environment	BDPs for PACS	SHG formation and micro finance (SHG)

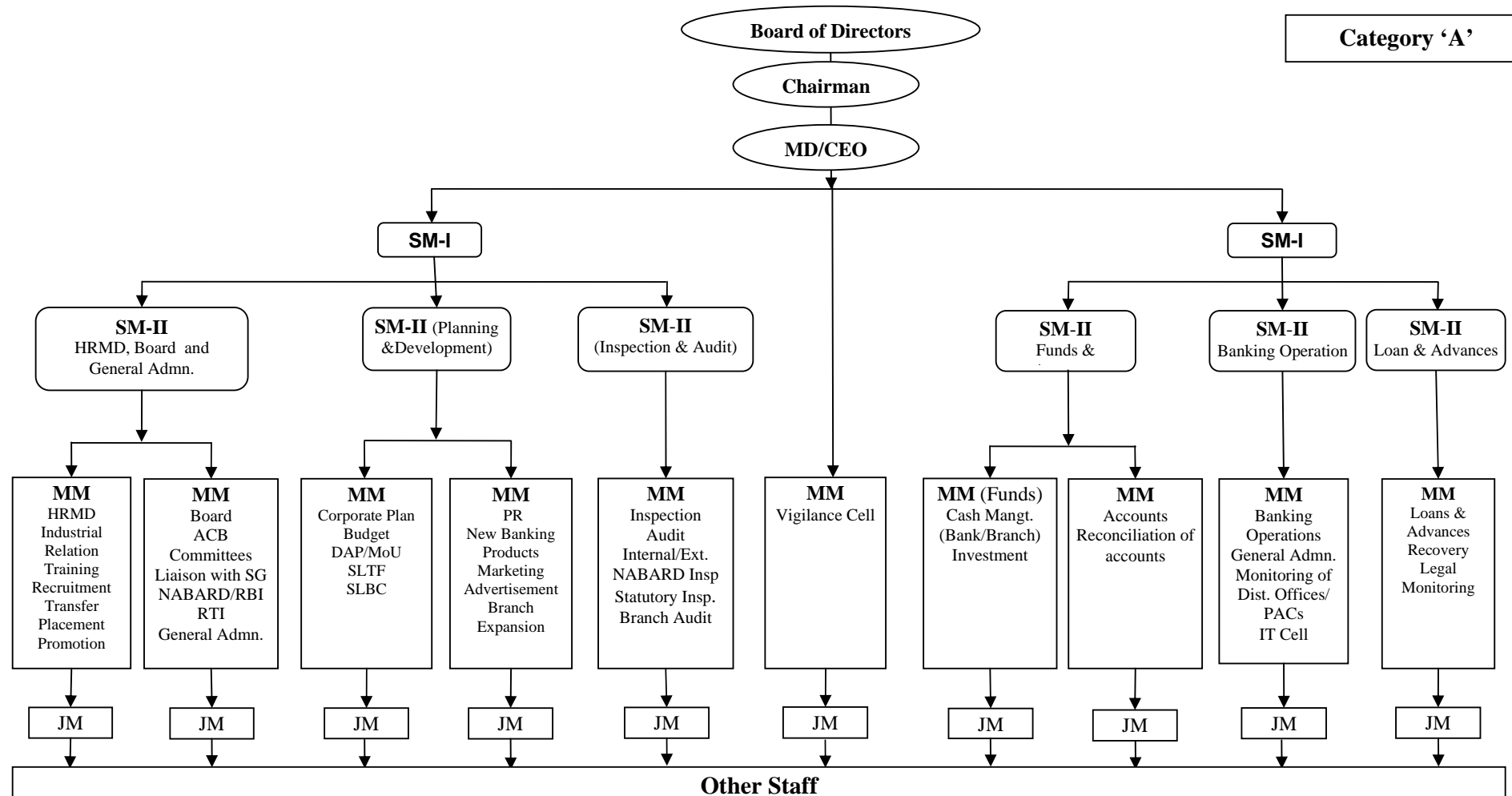
### Areas of training suggested by Central Cooperative Banks for coverage

Sl. No.	Officers	Clerical	Sub-staff
1	Banking principles, various related Acts and provisions	Banking Laws & Acts and taxation	
2		Branch Profitability	Office Maintenance
3		CMA returns	Record keeping
4	Business Development, Planning & Financial Inclusion.		Re-orientation Programme for sub Staff
5	Computer data management & Security	Concurrent audit & Internal control system	Skills for Deposit mobilisation
6	Computer system audit	Deposit mobilisation skills	KYC Norms
7	Credit Management and documentation	Documentation for Farm / Non-Farm Sectors.	
8	Customer relationship – KYC Norms	Effective Customer Relationship – KYC Norms	

<b>Sl. No.</b>	<b>Officers</b>	<b>Clerical</b>	<b>Sub-staff</b>
9	DAP-MoU	Kisan credit card & famer's club card	
10	Deposit mobilisation skills – New deposit products	Micro finance	
11	Effective Branch Management	Money laundering Act & Issue	
12	Fund & Investment management	NPA - Recovery Management	
13	H.R.D./ Good Governance	OSS	
14	Inspection and internal audit	Project appraisal	
15	Management of change & motivational Dynamics.	Right to Information act, 2005	
16	Nonfarm sector financing	Financing of JLGs	
17	NPA Recovery Management		
18	OSS		
19	Programme on strengthening internal control system & MIS		
20	Risk & Recovery management		
21	Share trading		
22	RTI Act 2005		

## ANNEXURE – 7.1(a)

### ORGANISATION STRUCTURE OF SCB (NER)-HO

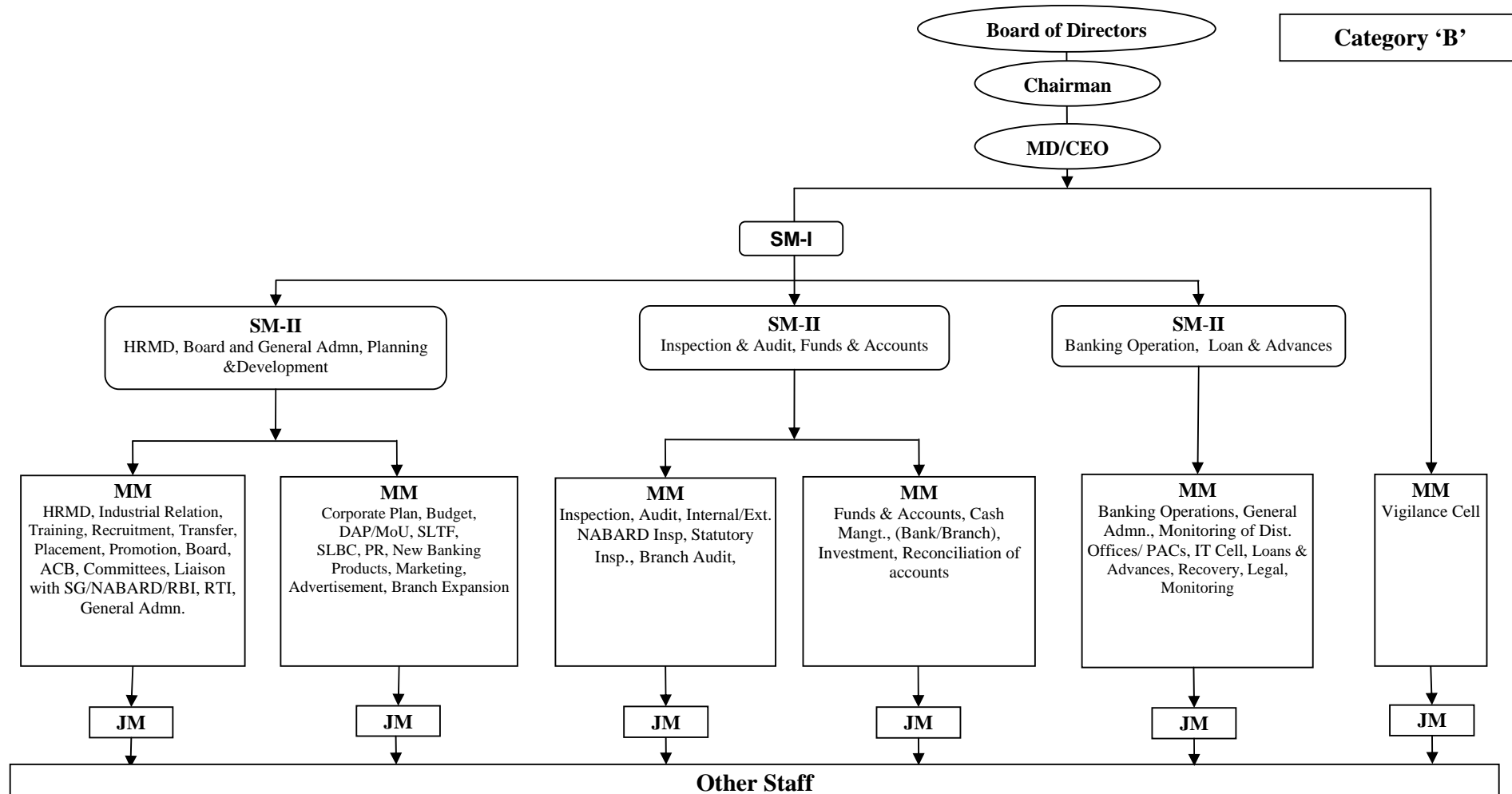


1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management

## ANNEXURE – 7.1(b)

### ORGANISATION STRUCTURE OF SCB (NER)-HO



1. The above chart is only indicative. A bank may have to perform all the above mentioned functions as distinct activities. However, depending on the size of the bank, volume of business, the activity cells or departments may be clubbed/divided
2. For details refer para 3.4.1

SM – Senior Management  
MM – Middle Management  
JM – Junior Management

## **ANNEXURE - 8**

### **Abbreviations**

ACSTI	-	Agricultural Cooperative Staff Training Institute
ADWDR	-	Agriculture Debt Waiver and Debt Relief Scheme
APCOB	-	Andhra Pradesh State Cooperative Bank
ATM	-	Automatic Teller Machine
BIRD	-	Bankers Institute of Rural Development
BoD	-	Board of Directors
BSNL	-	Bharat Sanchar Nigam Limited
CAB	-	College for Agriculture Banking
CAIIB	-	Certificate of Associate of Indian Institute of Banking
CAS	-	Common Accounting System
CBS	-	Core Banking Solution
CCB	-	Central Cooperative Bank
CCS	-	Common Cadre System
CDF	-	Cooperative Development Fund
CEO	-	Chief Executive Officer
CGM	-	Chief General Manager
C-PEC	-	Centre for Professional Excellence in Cooperatives
CRAR	-	Capital to Risk Weighted Asset Ratio
CSC	-	Cooperative Service Commission
EAS	-	Employee Attitude Survey
FSS	-	Farmers Service Societies
GoI	-	Government of India
GM	-	General Manager
HDC	-	Higher Diploma in Cooperation
HRD	-	Human Resources Development
IBPS	-	Institute of Banking Personnel Selection
ICM	-	Institute of Cooperative Management
ICSB	-	Institutional Cooperative Service Board
ICT	-	Information and Communication Technology
IDRBT	-	Institute for Development and Research in Banking Technology
IIP	-	Indian Institute of Psychometry
IIT	-	Indian Institute of Technology
ISDN	-	Integrated Services Digital Network
IT	-	Information Technology
JAIIB	-	Junior Associate of Indian Institute of Banking
JDC	-	Junior Diploma in Cooperation

JM	-	Junior Management
KYC	-	Know Your Customer
LAMPS	-	Large and Medium Sized Primary Societies
LTCCS	-	Long Term Cooperative Credit Structure
MIS	-	Management Information System
MM	-	Middle Management
NABARD	-	National Bank for Agriculture and Rural Development
NAFSCOB	-	National Federation of State Cooperative Banks
NBSC	-	National Bank Staff College
NCCE	-	National Centre for Cooperative Education
NCCT	-	National Council for Cooperative Training
NCUI	-	National Cooperative Union of India
NER	-	North Eastern Region
NIBM	-	National Institute of Bank Management
NPA	-	Non-Performing Asset
ODI	-	Organisation Development Intervention
OIC	-	Officer-In-Charge
PACS	-	Primary Agricultural Cooperative Society
PAR	-	Performance Appraisal Report
PWD	-	Persons With Disabilities
RBI	-	Reserve Bank of India
RCS	-	Registrar of Cooperative Societies
RICM	-	Regional Institute of Cooperative Management
RRB	-	Regional Rural Bank
RTC	-	Regional Training Centre
SBI	-	State Bank of India
SCARDB	-	State Cooperative Agriculture and Rural Development Bank
SCB	-	State Cooperative Bank
SLR	-	Statutory Liquidity Ratio
SLTF	-	State Level Task Force
SM	-	Senior Management
SPSC	-	State Public Service Commission
STCCS	-	Short Term Cooperative Credit Structure
TNA	-	Training Need Analysis
UCO	-	United Commercial Bank
VSAT	-	Very Small Aperture Terminal