



**STATE BANK OF INDIA OFFICERS' ASSOCIATION
CHANDIGARH CIRCLE**

C/O State Bank of India, Local Head Office, Sector 17, Chandigarh
Contact Nos. : 0172-4567133, 2726684 Email: sbioa.chd@sbi.co.in

Circular No. 2017/71

Date: 24.07.2017

TO ALL UNITS/MEMBERS,

PROMOTION EXERCISE 2017-18 for MMGS-II & MMGS-III
DENIAL OF OPPORTUNITY FOR THE DESERVING CANDIDATES
LARGE SCALE DISCONTENTMENT IN OFFICERS

We have today sent a communication to the Management on the captioned subject. The copy of the letter has also been sent to General Secretary, AISBOF to take up the matter at Apex level. A copy of the same is enclosed for information.

2. All our members are requested to await further developments in this regard.

With greetings,

(Deepak K Sharma)
General Secretary

2017/09/75

24th July, 2017

The Chief General Manager,
State Bank of India,
Local Head Office,
Chandigarh.

Dear Sir,

PROMOTION EXERCISE 2017-18 for MMGS-II & MMGS-III
DENIAL OF OPPORTUNITY FOR THE DESERVING CANDIDATES
LARGE SCALE DISCONTENTMENT IN OFFICERS

The promotion exercise plays an important role in the growth of the organization as well as the growth of the careers of the individual officers. In this connection we submit that, the promotion exercise for the year 2017-18 was unique, as it was conducted post-merger and approximately equal number of officers from erstwhile State Bank of Patiala and other associate Banks became part of our circle. The officers in MMGS-II and MMGS-III are at the heart of operational assignments, manning the most challenging and critical positions. We are receiving a number of complaints, messages, representations from the members that the way the exercise for the promotions to MMGS-II and MMGS-III have been handled this year, it has dented the confidence as well as self-esteem of the majority of the deserving candidates with a strong feeling of gross injustice. The officers even after working sincerely and honestly for the organization and securing full marks or AAA grade, have been denied a fair opportunity to be part of the process. The whole promotion exercise and the manner it has been implemented has created a large scale dissatisfaction and demoralizing impact on the officers. The main factors attributing to this discontentment are as under:

- a) As per the extant Promotion Policy for promotion to MMGS-II and MMGS-III, it was required to finalised the list of all the eligible candidates followed by a written test in order to shortlist the candidates for Interview. The para 8(b) of promotion

policy for MMGS-II and MMGS-III clearly mentions that, **“In case the number of eligible candidates is less than the number of vacancies, the Chairman may at his/her discretion waive the written test for promotion to MMGS-II and to MMGS-III”**.

The management decided to waive the written test giving an impression that number of vacancies are more than the eligible candidates whereas it was amply clear that the number of eligible candidates would far exceed the number of vacancies this year, as additional three batches of Probationary Officers and three batches of Trainee Officers, along with the similar batches of the erstwhile associate banks are eligible for promotion. When the bank is in the middle of a mammoth merger exercise of erstwhile associate banks and officers' community is already grappling with the havoc unleashed by the nascent Career Development System, the decision of management to waive the written test contrary to the provisions of Promotion Policy has left the officers' community in the state of shock, despair and frustration.

- b) The Bank's decision to waive the written test may have been prompted by keeping in mind the already delayed promotion process for the year and to cover up the time and finish the promotion exercise within time. But as the old saying goes “ends should not justify the means”, the mere focus on timely completion of exercise should not result in denial of fair opportunity to the deserving officers. As Gandhi ji used to say, “If one takes care of the means, the end will take care of itself”, the management should follow the laid down process in both letter and spirit, because the ultimate aim of the promotion exercise is to ensure that right talent is promoted and justice is served to the officers. Also, when the bank is conducting written test for promotion from Clerical to JMGS-I promotions, both for the Normal Channel as well as Trainee Officers Channel, we fail to understand, what prompted the Bank for waiving the written test for promotion to MMGS-II and MMGS-III.
- c) The weightage of written test, AARF scores and Interview had to be 50/25/25 (out of hundred) respectively. But after scrapping the written test, it has been given to understand that the shortlisting of officers for interview has been made on the basis of best two out of last three AARF scores (50 marks) and Promotion Appraisal Form (25 Marks). There is a general feeling that the whole process is devoid of the basic principle of equality as CDS categorizes the employees on the basis of cohorts and only specified bucket of %ages gets the CDS grade (Top 30% AAA, next 35% AA, Next 30% A and so on) and there was no Career Development System (CDS) in place in e-Associates. Further, many officers of eABs having full marks have also reported that they have not been considered for promotion and their marks has been reduced arbitrarily. Career Development System (CDS) was implemented by the Bank to have more objective and rational appraisal system and the main logic pointed out was the subjectivity in the erstwhile AARF System. If objectivity is the motive, how could there be provision of discretionary 25 marks by the controllers.
- d) The manner in which the Promotion Appraisal Forms have been prepared in haste and under tremendous pressure by the concerned staff without application of mind is a matter of grave concern. The discretionary 25 marks available to the competent authorities under the Overall Suitability for Promotion section under PAF has emerged as the biggest bone of contention. It has been brought to our notice that, there has been some officers who have achieved AAA grade/100 marks in the last two successive years, but their names were not shortlisted for interview, because of the less marks given while accessing their overall suitability for promotion. A Probationary Officer of 2010 batch (scale II) has reported that he has been kept out of Zone of Selection despite securing AAA in last two CDS

scores in measurable roles and 100/100 in last three AARFs. There are many more such examples which have made the mockery of the punch line of CDS “Your progress, in your hands”. The organization like ours is expected to have open and transparent policies and such a discretionary score is an obsolete instrument affecting overall performance and detrimental to the interests of the Organization. We must keep our eyes open to the fact that when conducting such promotion exercises, we are dealing with the sheer talent and talent of such magnitude should not be made a hostage of the whims and fancies of the senior officers. We must remember that the future belongs to the young talent and if our organization is blessed with such a huge base of talented officers, we must handle it with care. It may be agreed that in every year, there may not be enough vacancies to promote each and every deserving officer, but at least, in every promotion year the Human Resources Department must adopt a robust and inclusive promotion exercise, so that each of the eligible officer feels that he is part of the process and has been provided with a fair opportunity to present his talent and skills.

- e) The officers are shocked and surprised with the manner in which the entire process has been completed and are wondering about the reasons for such haste. The final Zone of Selection was uploaded on “What’s new” of Chandigarh circle site at around 3:30 PM on 17/07/2017, whereas a few officers were scheduled for interview on the same date from 12:30 PM. To our utter surprise, some officers were informed by the executives of SBI Life instead of HR Officials to visit Local Head Office and attend the Interview on 17.07.2017. Who authorized the staff of SBI Life to convey the message? How, those people were able to attend interview even before the schedule was made public raises suspicion over the creditability of entire process? If at all the ZOS was not finalized, so as to be announced, then how the officers who were directed to appear for interview at 12:30PM on 17/07/2017 were informed. Further, the interviews commenced from 17/07/2017 and were conducted upto 20/07/2017. The officers are unable to understand that why it was made such a hurried affair viz. announcing on 17/07/2017 and starting of the interviews even before the announcement and concluding the formalities within 2-3 days giving no time to the officers for preparation, leave alone for the interviews but not even for reaching the venue of the interviews.
- f) The promotion policy for promotion to MMGS-II and MMGS-III clearly enunciates following objectives:
- i) **Serves well the interest of the Bank,**
 - ii) **The officers of right quality are promoted,**
 - iii) **Improve age profile, and**
 - iv) **Create a pipeline for succession.**

But the non-participative, discriminatory, non-inclusive and adhoc manner in which the promotion exercise for the MMGS-II and MMGS-III has been conducted this year, defeats each and every objective of the model promotion policy approved by the Bank. When dealing with sensitive Human Resources matters like promotions, it must be kept in mind that the policies and their implementation is dealing with the finest technocrats of the banking industry. And our talented officers deserve much more than being at the mercy of the arbitrary decisions and discretionary scores. Therefore, you are requested to intervene in the matter and instruct the authorities concerned to make the whole process transparent by placing it in the public domain. We assure of full support and all help needed for such effort.

Sir, the human resource is the driving force of any organization, and the main motivating factor for the human resource is recognition and rewards through progression of their careers. The way this whole promotion exercise has been conducted has made it arbitrary, ambiguous and prejudiced. The flawed promotion exercise is detrimental not only to the hard working eligible officers but also to the Bank as a whole. We urge you to kindly take up the matter with Corporate Centre for the immediate scrapping of the process adopted for the promotion to MMGS-II and MMGS-III in the present promotion year, and conduct the written test for the shortlisting of the candidates for promotions. Further for ensuring that equal opportunity is provided to the officers of the erstwhile associate banks, the authorities concerned may amend the pattern of written test suitably in order to omit any SBI specific scheme questions in such test.

Thanking you.

Yours Sincerely,

--sd--

(Deepak K. Sharma)
General Secretary