



ALL INDIA UNION BANK EMPLOYEES' ASSOCIATION

CENTRAL OFFICE

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GS 3/115/17

21st July 2017.

To All units and Members,

Dear Comrades,

Sub: **Outcome of Meeting with the Management**
on "Utkarsh" related Issues

Our units and employees are aware that we have been intervening and regulating the Bank's Business process Reengineering exercises at regular intervals to safeguard the service conditions and the employees' interests. Right from the introduction of CBS, Back Offices Operation leading to centralization of certain business processes, image Based clearing to CTS grid and union Experience Branches our Association has been taking up issues affecting the employees with the Bank Management in IRM Meetings and resolving the same through appropriate measures to ensure appropriate job role for Award Staff but without compromising any service conditions.

On this line, we have been demanding from the Bank Management to hold discussions to redress issues arising out of UTKARSH business Model by highlighting the same in IRM Meetings. We also insisted for the BPT department officials' presence so as to enable them to understand our viewpoints and the seriousness attached to the issues. It is also on record that while discussing these issues in the IRM meetings, the Bank Management agreed to hold an exclusive tripartite meeting involving BPT Department officials & HR Department to resolve the same.

Accordingly a meeting was held at Mumbai on 19th July 17. On behalf of our Association Com A Chidambaram, president, Com J G Kunder Organizing Secretary, Com R Manjunath Assistant Secretary, Com P K Tewari Assistant Secretary, Com M H Maharaul Assistant Secretary, Com Pooja Mulye Treasurer and the undersigned attended. The Management was represented by GM (HR) , GM (BPT), DGM (ER), DGM (BPT) and CM (ER).

The list of issues submitted by our units was taken up by us for discussion. In all 39 issues covering various areas of operation of the UTKARSH MODEL were taken up. Such issues pertain to 1) Staffing pattern 2) Role and Responsibility of Award Staffs in front office and back office environment 3) Provision of Lunch Time 4) Extended business hours resulting in extended working hours 5) Want of needed infrastructure and lack of uniformity of the model in all branches due to non provision of alternate channel delivery machines at all branches 6) Problems faced by Cash Department due to change in business process and Head Cashier being the only staff available 6) Unilateral decision of the Bank to assign duties to Award Staffs 7) Withdrawal of Cash Confirmation Menu 8) Quality of alternate channels' avenues, their frequent failures and want of effective servicing arrangements to restore the operation of channels 9) The process of lead generation and its conversion in to business even by including the walk in business as the one achieved through leads and 10) The need to bring in corrective steps to make the Utkarsh Concept more employees friendly to derive benefits.

While discussing over the issues we drew the attention of the management to the prevailing situation at the ground level, the change leaders' approach and behaviour, non implementation of the Utkarsh Model as perceived in other areas except Cash Department, no tangible efforts & involvement from local management to increase the utilization of alternate channels & the same resulting in more footfalls inside the Branch and particularly in Cash Department and the corrective steps to smoothen the operation to avoid confrontation.

The Management representatives while appreciating our views and concerns conveyed the efforts initiated by the Bank to fine tune the concept. They also explained in detail the need and necessity for the Bank to adapt to such business models ahead of other competitors to drive better growth. After thorough discussions it was decided as under:

- 1) At present 915 branches from 27 Regions are under the Utkarsh Model. In these Branches 5075 officers and 3640 clerical staffs are working. Sub staff strength is 1292. So adequate clerical staffs are provided in these branches. Manpower requirement in these branches have been arrived at on the basis of activities and processes that are being carried out. However review will be undertaken to redress any mismatch in any of the branches.
- 2) Lunch time will be extended by displaying timing over the Cash Counters.

- 3) Normally officers are assigned the CSR Role. However Employees performing CSR role will be directed to perform duties as per service conditions and Bi Partite settlements and detail instructions will be issued by HR department CO. KRA and KPR will not be applicable to employees working as CSR.
- 4) Unilateral assigning of Branch Assist duties to Sub Staff will be withdrawn.
- 5) Although the Finacle is allowing clerical Employees to perform certain jobs beyond their role and responsibility the Central Office will issue instructions directing the field functionaries to ensure that clerical staffs are performing jobs as per duties allowable as per service conditions.
- 6) For removing the usage of Cash Confirmation Menu in these branches matter will be taken up with DIT & PBOD to decide suitably.
- 7) Depending on the footfall, the Branch can seek deployment of QMS system to regulate the customers inside the branch premises instead of token issuance.
- 8) For Back office operations, the employees will perform duties as per service conditions and instructions are in place to post required number of staffs matching to the work load.
- 9) Adequate Pass book Printers have been purchased and will be sent to branches very shortly. New CDM that can be connected to the process of CTS is being explored for purchase. The steps will be initiated to ensure the availability of alternate channels and the Machines in working conditions to supplement the efforts of branch staffs. Instructions are in place to Channel Managers and Change leaders to increase usage of alternate channels and the machines to reduce foot falls inside the premises seeking normal routine transactions. Sufficient care will be taken to ensure that Change leaders are facilitating changes through involvement.
- 10) The Cash in Recycler Machines will be in control of officials/ employees as being followed in ATM.
- 11) At present depending on the work load Branches are directed to open second counter for receiving cash Receipts. Wherever it warrants our units should insist for opening the second counter. However on our insistence it was agreed to conduct a detail study about the cash transactions being carried out with changed business process by one Head cashier in 915 branches and also the usage of ATM etc., to decide suitably. This will be done in next one month.

12) Review will be undertaken on "extended business hours" after the alternate channels' usage in all branches reaching a desired level. However it will be ensured that the extended business hours does not lead to extended working hours.

All our units are requested to note the above and guide the employees. Hold meetings and explain the outcome to the employees. Also draw their attention to the fact as to that it is only AIUBEA that is taking all the steps to resolve the issues affecting the employees while others are mere spectators. So consolidate the employees under our fold.

Where ever local management is not adhering to the guidelines to be issued and not cooperating the same may be escalated in local IRM Meetings as well as referring the same to BPT Department with a copy to us.

The above is the beginning and lot more need to be done to make the working in the UTKARSH branches smoother.

We shall do the follow up with the Management to give suitable instructions as agreed in the meeting to field functionaries to implement the decision of the meeting and forward a copy of the same to our units.

With warm Greetings,

Yours Comradely,



(N. Shankar)
General Secretary

