

e.g. in Literacy Mission, literacy coverage above ninety per cent of population is treated as achievement of 100% literacy.

Another aspect of the new system is that a person who fails to achieve one parameter and another who fails in 10 parameters out of the eleven parameters are treated on the same footing as both will be non-performers as per the circular.

The system of performance evaluation and its recording is already in vogue under the performance appraisal system. But it appears that the present attempt of the Management is to use threat of recording non-performance as a tool for enhancing performance. How far it will be successful, time only will tell.

Before resorting to such an “innovative” HR tool, the Management should have made the whole process of performance budgeting meaningful wherein the Branch Manager is asked to present his targets along with his logic and reasoning for the same, discuss the same along with the inputs and support required to achieve the same. During our interaction with the NIBM team which

studied the manpower issue, we had given this suggestion to them. Our interaction with branch heads during meetings and branch visits reveals that lack of adequate manpower, infrastructure like furniture, IT support etc. are the prime reasons which come in the way of the business growth. Instead of understanding the ground realities, the Management has resorted to an innovative HR tool. Today the branch heads are required to accept the exorbitant targets thrust on them, not to discuss about any inputs required to achieve the same and accept being branded as non-performers for no fault of theirs. It is nothing but the death of natural justice. But one cannot expect anything else from a Management whose decisions are based on arrogance of power rather than reasoning. By the time the Management realizes its mistake it will be too late.

OV

NOT FOUND YET

Henry Ford, in 1929 interview : “We can get fuel from fruit, from that shrub by the roadside, or from apples, weeds, sawdust - almost anything ! There is fuel in every bit of vegetable matter that can be fermented. There is enough alcohol in one year’s yield of a hectare of potatoes to drive the machinery necessary to cultivate the field for a hundred years.

“And it remains for someone to find how this fuel can be produced commercially - better fuel at a cheaper price than we now know !”

- Quoted by Marilyn Mohr in Harrowsmith, Canada

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CBOO NEWS

BRANCH VISITS

Belgaum

Vice President, K. Sheshappa accompanied by B. M. Hosamani, Regional Chairman, Baburao Joldapge, Dy. Regional Secretary, R. V. Kulkarni and K. A. Mane, Area Secretaries visited **Athani, Chikkodi, Kadaklat, Nipani, and Sankeshwar** branches on 17th February.

On 18th & 19th February, Vice President, K. Sheshappa along with V. B. Mundargi, Regional Secretary, R. V. Kulkarni, M. B. Hubli and K. A. Mane, Area Secretaries visited **Bevoor, Bagalkot-Navnagar-LIC, Bagalkot B.V.V.S. Medical College Branch, Bagalkot Main, Girisagar, Nidangudi, Bilgi Doopadahalli, Hospet, Kotturu, Bellary, Gandhinagar-Bellary and Moka** branches.

Sukumar S. Salian, Secretary -Benevolent Fund along with V. B. Mundargi, Regional Secretary, S. S. Hatti, S. S. Karagudri and Arun G. C., Area Secretaries visited **Gokak, Kadabi, Murgod, Belwadi, Khodanpur** branches on 17th February.

On 18th & 19th February, Sukumar S.Salian accompanied by Baburao Joldapge, Dy. Regional Secretary, S. S. Hatti, S. S. Karagudri and Arun G.C., Area Secretaries visited **Mudhol, Yadwad, Hulyal, Jamkhandi, Muttur, Bijapur, Gulbarga Main, Shaha Bazar Gulbarga and Gulbarga Vidyanagar** branches.

The members raised the following problems / issues during the visit:

1. Acute staff shortage at branches
2. Inadequate support from controlling office
3. Possibility of submerging of premises of Muttur and the urgent need to shift the branch
4. Space constraint at Bijapur branch
5. Posting of AFO at Gulbarga branch.

The visiting team assured to take up the matter at appropriate level so as to find solutions to the problems.

- V. B. Mundargi, Regional Secretary

Chandigarh

D. N. Prakash, President accompanied by T. R. Sharma, Regional Chairman and Pankaj Sharma, activist visited the following branches from 9th to 12th March :

Bahadurgarh, Rohtak, Bhiwani, Hissar, Bhatinda, Malout, Faridkot, Ferozpur, Moga, Barnala, Sangrur, Patiala, Rajpura, Khanna, Ludhiana, Dera Bassi, Ambala and Yamunanagar.

Raghunath Kodical, Deputy General Secretary accompanied by D. K. Dhar, Regional Secretary, and B.P. Devaraj, Regional Secretary, Hassan visited the following branches from 9th March to 12th March:

Sonepat, Panipat, Gharounda, Karnal, Taraori, Kurushetra, Chandigarh-Main, Sector-35, ZO-Chandigarh, Mohali, Panchkula- Sector-11, Sector-9, Baddi, Hoshiarpur, Jammu, Gurdaspur, Batala and Amritsar - Lawrence Road.

During the visits the following issues were raised by the members:

- Shortage of staff
- Renovation of premises of Bahadurgarh, Ambala, Yamunanagar etc. proposals for which are pending with ZO.
- Non-payment of salary to the newly joined POs for November and December and non-attending their e-mail representation to ZO
- Lack of air conditioning in the banking hall in most of the newly opened branches which affects the competitive edge as the other competing banks are having their premises air conditioned.
- Not providing sub-staff at most of the new branches even after conducting interview for selection of sub-staff a few months back.

- D. K. Dhar, Regional Secretary

Delhi

Kaushik Ghosh, General Secretary, M Gourangdas and K. B. Prasad, Asst. General Secretaries accompanied by Anil Pahwa, Regional Secretary, Sridhar Babu and Munna Raja, Area Secretaries visited the following branches on 9th & 10th March:

New Delhi-Service Branch, CCPC, ZCC, IFB, Karol Bagh, Zonal Office, Rajendra place, ARMB, Connaught Circus, Overseas, Greater Kailash-II, BCP, Vasant Kunj, Gurgaon - Sushanth Lok, Sikanderpur, Garhi Harslu, Sector-10, Gurgaon and Sohna.

G. Raghuraman, Treasurer and S. R. Jessu, Organising Secretary accompanied by Awadesh Chaudhary, Dy. Regional Secretary, Banitosh Das, Rajsekhar Murthy and Shatrunjay Kumar Prakash, Area Secretaries visited the following branches on 9th & 10th March:

Alipur, Kundli, Rai, Narela, Bawana, Barwala, Gheora, Mundka, Nangloi Jat, Asaf Ali Road, Chandni Chowk, Kamala Nagar, Gujranwala Town, Pitampura and Rohini

During their interactions, members conveyed the problems being faced by them.

- *Anil Pahwa, Regional Secretary*

Lucknow

Sukumar S. Salian, Secretary-Benevolent Fund accompanied by Chandeshwar Prasad, Area Secretary visited **Bulandshahar, Aligarh, Mathura, Agra Sanjay Place and Agra Main branches** on 9th March. A meeting of members of both the branches of Agra was held at Agra Sanjay Place branch.

On 10th & 11th March, Sukumar S.Salian along with B. Mastan Rao, Asst. General Secretary visited **Kanpur Civil Lines, Mini Caps Kanpur, Kanpur Mall, Kanpur Main, Pilibhit, Shahajahanpur, Rudrapur, Moradabad Harthala, Moradabad Gajraula and Pakbara branches.**

During the visit, members raised the following issues:

1. Problems of staff shortage
2. Need for airconditioning of Bulandshahar branch
3. Need for a second cash counter at Aligarh
4. Need for setting up a Currency Chest in the Zone to facilitate inward and outward remittance of cash
5. Non posting of any award staff to Pakbara branch even after 4 months of opening.

The visiting team promised to take up the issues at appropriate level. Members assured the team their

whole-hearted support for any call of the organization.

- *B. Mastan Rao, Asst. General Secretary*

Bhopal

Eknath Baliga, Deputy General Secretary and P. V. Premanandan, Organising Secretary accompanied by Mahendra Sharma, Regional Secretary and R. L. Bairwa, Area Secretary visited the following branches from 9th to 11th March:

Manesar, Alwar, Bhiwadi, Kishangarh, Ajmer, Bharatpur, Udaipur and Jodhpur

During their visit the members raised the following issues:

1. Severe shortage of staff, skeletal clerical strength and non-appointment of sub-staff.
2. Problems faced by Bhiwadi for replenishing 3 ATMs inspite the fact that the other Banks have outsourced the job.
3. Excess cash holding in branches and difficulties in remittance of cash due to staff problem.

- *Mahendra Sharma, Regional Secretary*

Hassan

Kaushik Ghosh, General Secretary accompanied by B. P. Devaraj, Regional Secretary, B. R. Narasimhan, Area Secretary, Y. Sudheendra, Activist visited **Sravanabelagola, Channarayapatna, Hassan - Main, Salagame Road, K. R. Puram, Currency Chest, Retail Asset Hub and Zonal Office** on 22nd March.

Raghunath Kodical, Dy. General Secretary and Sukumar S. Salian Secretary -Benevolent Fund accompanied by Prasanna Kumar, Dy. Regional Secretary and Dinesh H.K. Area Secretary visited **Saklasapur, Banavase, Kandali, K.Hoskote, Madabalu and Kuppalli branches and Zonal Office-Hassan** on 22nd March.

On 23rd March, Raghunath Kodical accompanied by B. P. Devaraj and P. C. Koppad, Activist visited **Cheekanahalli, Hebbalu, Chickmagalur, Chickmagalur - Lead Bank Cell and Chickmagalur Kodagu Grammeena Bank .**

Sukumar S.Salian, accompanied by Prasanna Kumar, and Madhava Pai, Area Secretary visited **Haranahalli, Arasikere Kadur and Yagati branches** on 23rd March.

The visiting team interacted with the members and other staff during their visit. The following issues were raised by the members:

1. Shortage of staff
2. Inadequacy of staff coming in the way of realizing the potential business growth
3. Delay in disposal of credit proposals at the Z.O
4. Zonal Head telephoning the Branch Managers at odd hours even for soliciting routine branch information and thereby interfering in the work - life balance of branch managers

Central Office bearers promised to take up the matter at appropriate level. The members assured their support for any call of the Organisation at short notice.

- *B. P. Devaraj, Regional Secretary*

Udupi

G Raghuraman, Treasurer, O. C. Vittal Rao, Regional Secretary, Sathish Shetty and Suresh Naik, Activists visited the following branches on 24th March :

Manipal, Alevoor, Kuthpady, Uliyargoli, Kurkal, Shirva, Pernal, Belman, Nandikuru, Mulky, Mukka, Tadambail and Baikampady.

D. N. Prakash, President, K. N. Shankar, Regional Chairman, O. C. Vittal Rao, Regional Secretary and Sathish Shetty, activist visited the following branches on 25th March :

Puttur-Bolwar, Puttur, Puttur-Darbe, Uppinangady, Nelyady, Madanthyar, Belthangady and Bantwal

During the branch visits the representatives interacted with the officers and the following problems were raised:

01. Many branches are facing problems due to staff shortage. Branch Managers and officers were forced to do clerical work due to shortage of staff and this is creating lot of stress on officers.
02. Severe heat and lack of air conditioning of the premises leading to exhaustion of staff members at Belthangady, Puttur and Bantwal branches.

The representatives promised to take up the issues with the appropriate authorities.

- *O. C. vital Rao, Regional Secretary*

MEETINGS

Delhi

A meeting of officers working in Delhi was held on 6th March taking advantage of the presence of central office bearers on account of the 115th EC meeting held on 7th & 8th at Delhi.

Banitosh Das, Area Secretary welcomed the gathering. D. N. Prakash, President, Kaushik Ghosh, General Secretary and M. Gourangadas, Asst. Gen. Secretary were escorted to the dais by Awadesh Chaudhary, Dy. Regional Secretary. S. R. Jessu, Organising Secretary, P. K. Satpathy, Regional Chairman and Anil Pahwa, Regional Secretary were present.

Regional Secretary in his address welcomed the promotees in the promotion process to officer cadre and joined CBOO. He appealed to the members to extend their support in enrolling the new members. He also narrated the contributions made by M. Gourangadas to the officers' movement. He called upon the members to go through the communication from the Organisation regularly. Mrs. Vijayalakshmi greeted the President on his nomination as Joint General Secretary of AIBOC by presenting a bouquet.

D. N. Prakash, President in his address apprised the members about the development at the industry level especially wage revision and pension option and the negative attitude of IBA. He requested the members to be in readiness for any call for action.

M. Gourangadas, Asst. General Secretary took the members down the memory lane and the



Kaushik Ghosh, General Secretary addressing the members



**Banitosh Das, Area Secretary
welcoming the gathering**

achievements made by CBOO and its contributions to the movement at the industry level.

Kaushik Ghosh, General Secretary complimented the Delhi Unit in enrolling majority of the promotees to CBOO fold. He cautioned the members about the false propaganda by the rival union. He spoke about the developments during the last 6 months and the betrayal by the Management. He also spoke on the efforts by the Management to de-unionise the officers quoting a 17 year old DO letter from the Ministry. He assured the members that the Organisation will overcome this temporary phase and come out successful and the those to try to deunionise will meet their fate.

Meeting ended with vote of thanks by Awadesh Chaudhary, Dy. Regional Secretary. About 165 members attended the meeting.

- Anil Pahwa, Regional Secretary

Meeting of Branch Managers

A meeting of Branch Managers of Delhi was held at Hotel TJS Royale on 7th March. Everyone present at the meeting spoke about the following problems:

1. Acute staff shortage making day-to-day functioning difficult
2. E-stamping which adds to the work load and which is a loss-making proposition
3. Fake note problems
4. Holding of huge cash at currency chest and branches.
5. Low Cash Retention Limits forcing the Branch heads to make remittances which affect the working due to staff shortage



**Awadesh Chaudhary, Dy. Regional Secretary
proposing vote of thanks**



**M. Gaurangadas Asst. General Secretary
addressing the members**



A view of the gathering

6. Not providing minimum staff of 5 at the new branches as per the agreement with the Organisation
7. ATM related problems like withdrawal of security guards and misuse of the the ATM by miscreants

Faith and prayers are no substitute for knowledge and courage. - Joseph Lewis

8. Latest circular by HRD and Training on "Non-Performance" and recording it in service records which has demotivated them.

About 40 Branch Managers attended the meeting.

- *Anil Pahwa, Regional Secretary*

Belgaum

On 17th February 2010 a meeting of members working in and around Belgaum was held at Hotel Shiva Belgaum. More than 30 members attended the meeting. Vice President K.Sheshappa and Sukumar S.Salian, Benevolent Fund Secretary addressed the gathering. They touched upon the issues like management's attitude towards the recognized officers' organisation including unilateral actions by the management which has adversely affected the interest of the members. They also clarified on the present position on wage negotiations at the industry level. Members assured wholehearted support to CBOO in all its future endeavours.

Bellary

K. Sheshappa Vice President along with V.B.Mundargi Regional Secretary, R.V.Kulkarni, M B.Hubli and K.T.Mane Area Secretaries held a meeting of members of Bellary branches on 19th February. Members present actively participated in the deliberations and assured full support to the Organisation.

- *V. B. Mundargi, Regional Secretary*

Jaipur

A meeting of the members working in Jaipur was held on 9th March. Almost all members of Jaipur city attended the meeting.

R.L. Bairwa, Area Secretary welcomed the gathering including clerical colleagues who were promoted to officer cadre recently.

Deputy General Secretary, Eknath Baliga addressed the members. He gave a detailed account of the relationship with the Management during the last 8 months, the attitude of the management towards the officers and CBOO, the arrogance of power exhibited during this period in transfers and vindictive actions and efforts of the Top Management to de-unionise the officers in Executive cadre. He

also narrated the difficulties faced by the officers due to staff shortage, heavy work load and posting only Probationary Officers in the branches etc.

The meeting ended with vote of thanks by Mahendra Sharma, Regional Secretary.

-*Mahendra Sharma, Regional Secretary.*

REGIONAL COMMITTEE MEETING

Belgaum

A meeting of the Regional Committee was held at Hotel Shiva, Belgaum on 17th February. B. M. Hosamani, Regional Chairman, V.B.Mundargi, Regional Secretary, Baburao S. Joldapge, Dy. Regional Secretary, Area Secretaries M.B.Hubli, S.S.Karagudri, S.S.Hatti, Arun G.C and S.Prasad special invitees were present. Issues of relationship with the management were extensively discussed during the meeting. The Regional Committee assured of its wholehearted support to the Central Office in all its actions.

- *V. B. Mundargi, Regional Secretary*

TAKE HEED

It is a mistake to read too many good books when quite young. A man once told me that he had read all the books that mattered. Cross-questioned, he appeared to have read a great many, but they seemed to have made only a slight impression. How many had he understood ? How many had entered into his mention composition ? How many had been hammered on the anvils of his mind, and afterwards ranged in an armory of bright weapons ready to hand?

It is a great pity to read a book too soon in life. The first impression is the one that counts ; and if it is a light one, it may be all that can be hoped for. A later and second perusal may recoil from a surface already hardened by premature contact. Young people should be careful in their reading, as old people in eating their food. They should not eat too much. They should chew it well.

- *Winston Churchill in *Painting at a Pastime**

DISCIPLINARY LENS

BE DISCIPLINED: LEST.....

A Senior Manager received a letter from the Disciplinary Authority seeking explanation. It was neither for any irregularity committed; nor for any misdeed committed in the course of performing his duty. The explanation was called from him to show cause why appropriate action shall not be initiated against him **for failure to achieve the targets (!)**

Facts of the case:

As on 31-03-2008, the business figures of the Branch was Rs.6.39 crores. The Branch was allotted Retail Assets (Corp Schemes – fresh sanctions) target of Rs.35.00 crores. Target fixed was more than 5 times. Despite this, by December, 2009 the achievement was 25.35 crores. Just 10.00 crores short of the year end target.

On 07-01-2010, RLD, HO unilaterally revised the relevant target upwards from Rs.35.00 crores to Rs.98.00 crores – i.e., nearly three times the original target. What was the time available for achieving this? Just 11 weeks.

The officer submitted a reply stating that he has put in his best efforts in reaching the target along with details of other impediments in the progress.

The issue was dropped by the PAD thereafter.

The relevant issues that arise here are:

Whether non-achievement of target becomes a matter of Disciplinary function?

Whether the same yardstick is applied to all the functionaries to whom targets have been allotted?

Whether the target achievement is the duty of the person on whom the target is thrust or the person/ authority who imposes the target?

Whether there is no accountability or responsibility cast on the authority imposing the target?

Whether there shall not be any reasonableness in fixing, increasing the target?

Members are advised:

To be cautious while accepting the business targets.

To insist for complementary infrastructure including staff component along with targets.

To demand reasonableness and equity in the targets set.

And thereby avoid disciplinary action for failure to reach target

- **EB**

AIBOC NEWS

23rd Triennial General Body Meeting of All India Allahabad Bank Officers' Association held at Bhopal

The 23rd Triennial General Body meeting of All India Allahabad Bank officers' Association was held on 20th & 21st February at Bhopal. Com. G. D. Nadaf, General Secretary, AIBOC delivered keynote address. Sri D. Sarkar, Executive Director of the Bank inaugurated the conference.

The following are the officer bearers elected for the triennial period 2010-2013:

Com. Nirmal Bari : **President**
Com. K. K. Dogra, : **General Secretary**

CBOO while congratulating, wishes them all success.

APPOINTMENT OF OFFICER DIRECTORS

Com. R. K. Shah appointed Officer-Director in State Bank of Bikaner and Jaipur

Com. R. K. Shah, President of Associate Bank Officers' Association: Unit SBBJ, an affiliate of AIBOC has been appointed Officer Director on the Board of State Bank of Bikaner & Jaipur from 15th February upto 31-10-2012.

Com. Rakesh Chander Jasra appointed Officer - Director in State Bank of Patiala

Com. Rakesh Chander Jasra, President, Associate Bank Officers' Association - Unit: State Bank of Patiala, an affiliate of AIBOC, has been appointed as Officer-Director on the Board of State Bank of Patiala from 4th February 2010 for a period upto 30.06.2012.

CBOO congratulates them on their appointment and wishes them all success in their new assignment.

Prejudice is the child of ignorance. - Hazlitt

RETIREMENTS

The following members retired from the services of the Bank on attaining the age of superannuation on 31st January 2010:

1. Mr. B. Dayananda Bhakta, Senior Manager, Recovery Division, HO

Mr. Bhakta joined the Bank as a clerk in 1970 and was promoted to officer cadre in 1977. He was promoted to MMG Scale-II in 1996 and to Scale-III in 2004.

During 39 years of service, he worked in Shimoga, Udupi, Manipal, Sravanabelagola, PPM & BED-HO, Kothur, Bangalore-Basavanagudi, BID, Virajpet, Manuru, Mumbai - Malad Orlem, HO - Credit Division, RMD, Marketing Division and IAD.

2. Mr. B. Manjunath Kharvi, Officer, ZO-Udupi

Mr. Kharvi joined the Bank as a clerk in 1970 and was promoted to officer cadre in 1977.

During 39 years of service, he worked in Raichur, Haveri, Davangere - Mandipet, Chitradurga, Kundapura, HO and Goa-ZO.

3. Mr. M. Narayana Alias Vaman Shenoy, Officer, FMD-HO

Mr. Shenoy joined the Bank as a clerk in 1972 and was promoted to officer cadre in 1977.

During 37 years of his service, he worked in Hubli-NCM, Shivani, Madanthyar, Advances Dept.-HO, Kurubagonda, HO-RBD, Social Lending Division, IAD and Hubli -Coen Road.

4. Mr. U N. Chandramohan, Asst. General Manager, CRMD-HO

Mr. Chandra Mohan joined the Bank as a clerk in 1973. He was promoted to officer cadre in 1978. He was promoted to MMG Scale-II in 1987 and to SMG Scale-IV in 2001. He was promoted to SMG Scale-V in 2005.

During 36 years of service, he worked in Chennai - Mylapore, Tellicherry, Mumbai-Narimanpoint, Central, Shivajipark, Kolkata - Gariahat Road, Shirwai Amona, Thana, Mumbai - Worli, Mulund, ARMB, Service Branch, Ahmedabad - Shahibaug, Bangalore - SC Road and ZO-Kerala.

He was a member of EC as Organising Secretary of CBOO for two terms (1995 - 2001).

5. Mr. Venkatakrisna Bhat, Chief Manager, ZO-Hassan

Mr. Bhat joined the Bank as Officer Trainee in 1973. He was promoted to MMG Scale-II in 1982 and to Scale-III in 1993. He was promoted to SMG Scale-IV in 2001.

During 36 years of service, he worked in HO, Mangalore - Bunder, Delhi - Kamalanagar, Saklaspur, Thirthahalli, Belgaum - Tilakwadi, Hassan - RO, ZO-Karnataka -III, IAD - HO, ZO-Maharashtra, Shirva and ZO-Udupi.

He was a member of EC as Regional Secretary of Hassan Unit during 1995 - 1998.

6. Mr. K. Suryanarayana, Manager, Vijayawada

Mr. Suryanarayana joined the Bank as a Clerk in 1974. He was promoted to officer cadre in 1981 and he was promoted to MMG Scale - II in 2000.

During 35 years of service, he worked in Vijayawada Main, Visakhapatnam, Rayadrug, Ahmedabad - Shahibaug, Dulla, Anantpur, Mallavaram, Patibandla, Vijayawada - Main, Kakinada, Guntur - Main, Currency Chest and Vijayawada- Currency Chest

He was a member of EC as Regional Secretary, Vijayawada during 2001-2004

7. Mr. T. Rangappa, Senior Manager, Hubli - Currency Chest

Mr. Rangappa joined the Bank as a clerk in 1978 and was promoted to officer cadre in 1983. He was promoted to MMG Scale-II in 1998 and to Scale-III in 2008.

During 31 years of service, he worked in HO, Raichur, Mattur, Shivani, Sankeshwar, Kakkabbe, Madabalu, Yagati, ZO-Maharashtra, IAD-HO, Bangalore - Currency Chest and IBR Centre.

The following members retired from the services of the Bank on 31st March on attaining the age of superannuation:

1. Mr. John Pascal Dias, Chief Manager, Mangalore Retail Asset Hub

Mr. Dias joined the Bank in 1969 as a clerk and was promoted to officer cadre in 1978. He was

promoted to MMG Scale-II in 1993 and to SMG Scale-IV in 2004.

During his 40 years of service, he worked in Madikeri, Valnoor, Shirva, Mangalore Punja Arcade, Advances Dept.-HO, Padmanoor, Mangalore -Padavu, Mumbai Ashokvan, IAD-HO, ZO-Hassan and ZO-Udupi.

He was a member of EC as Asst. General Secretary during 1987 - 89

2. Mr. M. Vishweshwara Adiga, Senior Manager, Hubli, ZAO

Mr. Adiga joined the Bank as a clerk in 1970 and was promoted to officer cadre in 1977. He was promoted to MMG Scale-II in 1983 and to Scale-III in 2001.

During 39 years of his service, he worked in Gadag, Manipal, Udupi-RO, Mysore Main, KGF-Robertsonpet, Bhatkal, Hadadi, Mangalore - Pandeshwar, Pandeshwar - Sasthan, Thirthahalli, IAD-HO and Mangalore -ZAO.

3. Mr. P Umamaheshwara Rao, Senior Manager, Vijayawada - ZO

Mr. Rao joined the Bank as a clerk in 1970 and was promoted to officer cadre in 1977. He was promoted to MMG Scale-II in 1985 and to Scale-III in 1997.

During his 39 years service in the Bank, he worked in Adoni, Vijayawada Main, S. N. Puram, Thondangi, Eluru, Ongole, Masulipatnam, Nellore, New Delhi - GK, Guntur and Chennai Service branch.

4. Mr. Gokuldas Shenoy H, Officer, Udupi - ZO

Mr. Shenoy joined the Bank as a clerk in 1971. He was promoted to officer cadre in 1977.

During 38 years of service, he worked in Saklaspur, Udupi, Bangalore - SC Road, Malpe, Manipal, Doopadakatte, Baikampady, New Delhi - Connaught Circus, Delhi - Chandni Chowk, Hubli-NCM, Mangalore - Kankanady, IAD-HO and Malpe.

5. Mr. S. Nityananda Prabhu, Senior Manager, Mumbai-Borivili

Mr. Prabhu joined the Bank as a clerk in 1972 and was promoted to officer cadre in 1977. He was promoted to MMG Scale-II in 1985 and to Scale-III in 1997.

During 37 years of his service, he worked in Chennai

- GT, Whites Road, Mint Street, Munjurpet, Madurai - V K Street, Delhi - Kamalanagar, New Delhi-RO, Service Branch, Gujarat -ZO and Mumbai - Bandra.

6. Mr. K. Gokuldas Kini, Chief Manager, ZO - Bangalore

Mr. Kini joined the Bank as a clerk in 1973 and he was promoted to officer cadre in 1981. He was promoted to MMG Scale-II in 1993. He was promoted to SMG Scale-IV in 2005.

During 37 years service in the Bank, he worked in Mumbai - RO, Nariman Point, Bangalore - M G Road, Mumbai - IIBD, Bangalore - IFB, Ahmedabad - Navarangpura, IAD - HO, Mumbai - A R Street and New Delhi - IFB.

7. Mr. M. Govindray Pai, Manager, Bangalore Currency Chest

Mr. Pai joined the Bank as a clerk in 1973. He was promoted to officer cadre in 1979 and to MMG Scale-II in 2003.

During 36 years of service, he worked in New Delhi - Connaught Circus, Mumbai - Mandvi, Allahabad, Mumbai - D N Road, Nariman Point, Vadodara -CBB, Bangalore - City, SC Road, Bhadravathi - B H Road, Haveri, Painguinim and Bangalore - Basaveshwarangar.

8. Mr. Vittaldas S. Bhandarkar, Officer, Honnavar

Mr. Bhandarkar joined the Bank as a Clerk in 1976. He was promoted to officer cadre in 1999.

During 33 years of service, he worked in HO, Bhatkal, Kumta, Tadri, Athani, Ankola and Aralasarali.

9. Mr. M. Prabhakar Panda, Senior Manager (OL), ZO-Kolkata

Mr. Panda joined the Bank as a Hindi Officer in 1985. he was promoted to MMG Scale-II in 1998 and to Scale-III in 2007.

During 24 years of service in the Bank, he worked in Kolkata -RO, OLD-HO, Chennai - RO and Hyderabad - ZO.

CBOO while acknowledging their support and co-operation, wishes them a happy, contented and active retired life.

[The OV February 2010 issue could not carry the retirements during January. We regret the omission - Editor]

BEWARE OF BANK CONSOLIDATION

-Prof. T T Ram Mohan

One outcome of the present global crisis is that large banking monsters have come to be feared. That is why the recent death anniversary of Lehman Brothers drew a barrage of comments. And Lehman wasn't even a bank, it was an investment bank. We worry now not just about large banks but about 'systemically large' financial institutions.

Economist Joseph Stiglitz and many others want banks to be limited either in size or in scope. Stiglitz wrote recently, "We need to break up the too-big-to-fail banks; there is no evidence that these behemoths deliver societal benefits that are commensurate with the costs they have imposed on others."

Stiglitz's views are echoed by several others, including Henry Kaufmann, a much respected figure on Wall Street. It's a different matter that Mr. Kaufmann has woken up to the dangers of bigness rather late in the day: he happened to be on the Board of Lehman Brothers.

In contrast, here in India, there is a revival of the clamour for bank consolidation. The chairman of SBI, Mr. O P Bhatt, wants Indian banks to grow bigger. Mr. Bhatt has been quoted as saying: "The size of Indian banks is not good enough, we need to consolidate....Even SBI is not large enough to serve Indian corporates". Mr. Bhatt thinks there should be at least two to three banks bigger than SBI and half a dozen banks the size of SBI in the country.

Can Indian banks get a lot bigger quickly? Should they do so? Do we need bigger banks at a time when others want their banks to shrink? In the first place, Mr. Bhatt's suggestions do not appear feasible, given the present sizes of Indian banks. Yes, we can have banks bigger than SBI by merging SBI with its subsidiaries or with other banks.

But having two or three banks bigger than SBI or half a dozen banks the size of SBI is almost impossible. To get just one more bank the size of SBI, we would have to merge the four biggest public sector banks (PSBs) after SBI. Mergers of private banks with PSBs are difficult to contemplate and even these will not produce banks bigger than SBI.

That apart, the arguments typically made for bank consolidation in India lack substance:

Indian banks are much smaller than global giants: True. In 2007, SBI was not even one-tenth the size of the tenth largest bank in the world. But this also means that no amount of consolidation will give Indian banks a global size in the foreseeable future.

Bigger size is needed for scale economies: Yes, scale economies are useful. But beyond a certain size, the benefits of scale taper off and tend to be offset by

growing complexity. Internationally, studies have shown that a size of around \$20 billion is optimal. India's top ten banks meet this size requirement.

Our banks need to be bigger in order to meet the needs of large corporates: Why should one bank meet the needs of any large corporate on its own? From the point of view of risk management, consortium financing is preferable. Some large requirements of corporates, such as overseas finance, cannot be met by Indian banks, however large they may become.

There is too much competition in the Indian market: Concentration in the banking market works to the detriment of customers. Fragmentation is bad for banks. You need to strike a balance. A good way to see where a banking system stands is to compare the share of the top five banks in assets. In India, the figure is 44%, which comes somewhere in between the 60% for France and 30% for the United States.

Not only are the arguments for bank consolidation not persuasive, there are a number of compelling arguments against bank consolidation.

First, **large banks are harder to manage and create greater disruption when they fail.** That Indian banks are smaller in absolute terms than global giants is no comfort. When it comes to systemic risk, the relevant measure is Balance Sheet size relative to GDP.

Secondly, **merger is required where the potential for profit growth is limited.** This is emphatically not true of the Indian market. In a normal year, one can expect commercial credit to grow at 20-25%, with a net interest margin of around 2.5%. Not many markets in the world can boast of a similar potential.

Thirdly, **mergers make huge demands on HRD capabilities.** This is precisely the weak spot for PSBs. Most PSBs face a decimation of their top management in the next three to five years. So this would be quite the wrong time to attempt consolidation. Instead, PSBs should concentrate on delivering better performance at their present sizes. If you cannot get the most out of assets of Rs 250,000 crore, you are unlikely to do better with Rs 500,000 crore of assets.

As India returns to a growth rate of 8% and sustains it over a decade, our banks will attain a globally respectable size. There is no need to leapfrog the process through consolidation. The motto for Indian banks should be one that applies universally: **don't grow too big for your boots.**

[The author is a faculty at IIM Ahmedabad. The above article appeared in Economic Times dated 17-09-2009]

BANKING ROUND UP

Bhaskar Sen is United Bank CMD

Mr. Bhaskar Sen has taken over as the chairman and Managing Director of United Bank of India. He succeeded Mr. S C Gupta who retired recently. Earlier Mr. Sen was Executive Director of Dena Bank.

- *The Hindu Business Line, 04-03-10*

New ED of Dena Bank

Mr. A. K. Dutt has been appointed Executive Director of Dena Bank with effect from March 1. Mr. Dutt was earlier General Manager in Allahabad Bank. Mr. Dutt takes over from Mr. Bhaskar Sen who has been appointed CMD of United Bank of India.

- *The Hindu Business Line, 04-03-10*

Banks told to make more disclosure

To enhance transparency in their operations, the Reserve Bank of India has asked banks to make certain additional disclosures such as concentration of deposits and advances, sector-wise Non-performing Assets (NPA) break-up, details of assets, NPAs and revenues arising from overseas operations, and off-balance sheet SPVs (Special Purpose Vehicles) sponsored by banks in the 'Notes on Accounts' in their Balance Sheets.

Banks have to make these disclosures in their Balance Sheets from the year ending March 2010.

RBI has asked banks to disclose details of the deposits garnered from their top 20 depositors and the percentage of these deposits to total deposits. They will also have to reveal similar information regarding their advances and exposures.

- *Hindu Business Line, 16-03-10*

Centre to help PSU banks stick to CAR with Rs.35000 Cr. infusion

The Government has chalked out a two-year plan to infuse around Rs.35000 cr. of capital in Public Sector Banks to enable them to meet the economy's credit requirement. The proposed capital infusion will be done in Tier-I capital funds, which will help them to maintain an 8% Tier-I Capital Adequacy Ratio (CAR).

According to a senior Finance Ministry official, state-owned banks will get this capital in phases once the Cabinet approves the proposal. The Government aims to complete this capital infusion by 2012. The Union Budget has already announced a recapitalization support of Rs.16500 cr. to the PSBs.

According to the government review, the combined capital requirement of PSBs over the next two years is around Rs.38,000 crore.

The infusion of capital in PSBs is to ensure that the banking system does not suffer from capital adequacy constraints.

Banks' capital structure consists of Tier-I and Tier-II capital. The major components of Tier-I capital are equity share capital, equity share premium and statutory reserves. According to Basel-II requirements, banks need to maintain a CAR of 12% including Tier-I and Tier-II capital.

- *Economic Times, 06-03-10*

Recession, waiver lift bank NPAs

Banks' Non-performing Assets (NPAs) have shot up 30% at the end of calendar 2009 from a year-ago period due to recession across different sectors and farm loan waiver. This indicates sharply lower profits for banks and a possibility of restrictions on exposure to sectors that have contributed to bad assets.

The Government said in a reply in the Rajya Sabha that non-performing assets have increased to Rs.80,023 cr. at the end of December 2009 from Rs. 61,647 cr. as at the end of December 2008, a rise of over 30%.

A recent report by Fitch ratings on bank restructuring loan portfolio said restructured bank loans worth Rs.30,675 cr. may turn bad in 2010-11 and further push up banks' gross NPAs by 1%.

Incidentally, the ratio of gross NPAs to gross advances for the PSBs has also risen by 0.27% against the previous year's levels. In a move that could put more pressure on PSBs, the government has allowed an extension for loan repayments to large farmers under the Agricultural Debt Waiver and Debt Relief Scheme. The total amount under the one-time settlement for large farmers is estimated at Rs.10,000 cr.

- *Economic Times, 15-03-10*

RBI orders special audit of Bank of Rajasthan

The Reserve Bank of India has ordered a special audit of the accounts of Bank of Rajasthan (BoR) following investigations into irregular dealings by the private sector bank.

The regulator has appointed Deloitte Haskins & Sells to audit the bank's lending policy among other things while the parent accounting and consulting firm Deloitte Touche Tohmatsu has been hired to audit the information security system of the bank.

Special audits are rare and directed by RBI only under exceptional circumstances.

A week ago, BoR made news after RBI imposed a Rs.25 lakh fine on the Bank following a string of violations. The bank was pulled up by RBI following violations in property transactions, anti-money laundering norms, irregularities in the conduct of accounts of a corporate group and failure to provide certain documents sought by RBI.

The bank's poor corporate governance standards have prompted RBI to conduct a special audit. One of the concerns is the presence of S K Tayal, a relative of promoter P K Tayal, on the bank's credit committee and Board of Directors. BoR, unlike other commercial banks which have various credit committees depending on loan size, has a single committee for approving loans.

Last year the central bank appointed G. Padmanabhan, a former SBI official as the MD and CEO of BoR after it sensed certain irregularities in the bank. When contacted, Mr. Padmanabhan confirmed that RBI has mandated a special audit after BoR made certain disclosures while announcing its third quarter financial results. The disclosures relate to inadequate provisioning for bad loans and superannuation benefits, and the dispute over the rent the bank should pay for the Mumbai property where the BoR Head Office is located.

Deloitte Haskins & Sells will review whether the Bank has made adequate provisioning for bad loans and whether it has followed all asset classification norms laid down by RBI. The other area which the auditors will review is the superannuation benefits given to a section of the bank's employees.

- *Economic Times, 08-03-10*

MISCELLANY

Flexi hours for home ministry employees

The home ministry has allowed flexi-hours for its employees with a maximum relaxation of two hours to attend social obligations or visit a doctor but they have to ensure a 40-hour work schedule in the week.

"In exceptional cases like consultation with doctors in central government health services, hospitals, attending social obligation, late arrival in the morning, early departure in afternoon upto two hours (maximum) will be allowed subject to the condition that prior intimation or approval of the immediate supervising officer has been obtained" - Home Secretary said in an order.

The arrangement has been made after the Ministry employees made two representations to Home Minister, P. Chidamabaram on Nov. 19 last year and March 13 this year.

The duration of late arrival or early departure is to be compensated by devoting such extra hours of work so as to ensure that the 40-hour-work schedule for the entire week is maintained, it said.

"Late coming between 15 - 30 minutes can be relaxed keeping in view transport problems or any other unforeseen eventuality subject to the condition that the duration of late arrival is compensated by sitting late in the evening, preferably the same day or any other day of the week," the order said.

The Home Ministry had introduced the biometric system of attendance in the top internal security establishment of the country in September last year which monitored the hours of work an employee had put in.

— *Economic Times, 15-03-10*

Govt. mulls setting up Post Bank of India

A proposal to expand the services of the country's postal network to give rural people access to all the modern banking facilities may soon be a reality. The government has formally kick-started the process for setting up a specialized banking services subsidiary under the Department of Post, a move which will take commercial banking services to all parts of the country.

The Government has invited tender for a detailed time-bound feasibility study for setting up the Post Bank of India (PBI), a proposed banking services arm of the Department of Posts. The idea to set up PBI was first mooted in 2005 wherein a committee had suggested setting it up as a subsidiary for commercial banking in the Department of Posts.

The proposal to set up PBI is a step towards expanding the government's overall objective of financial inclusion. India Post has 39,173 post

offices in rural areas and 15, 862 post offices in urban areas.

The study will look into the specific areas of service delivery by the proposed PBI and will delve into the possibility of clubbing its services together with the already existing Post Office Small Savings Schemes. The total number of accounts with Post Offices has increased from 14.23 cr. in 2003-04 to 20.50 cr. in 2008-09 with over 8,000 Post Offices already been computerized.

- *Economic Times, 16-03-10*

CLASS ROOM

WHAT IS WPI?

WPI is a price index representing the wholesale prices of a basket of goods. In several countries such as India it is used to measure the inflation, the general rise in the prices of goods. It is released on a weekly basis on every Thursday to measure the change in the wholesale prices of a set of goods. As the name suggests it does not take into account the price at which consumers buy goods but on the wholesale basis. The rationale of having WPI is to know the demand and supply condition of goods included in the economy. Earlier the base year for the calculation of WPI was 1981-82. But with effect from April 1, 2000, the office of the economic adviser to the Government of India, Ministry of Commerce & Industry, revised the base year to 1993-94. The WPI is based on the prices of 435 commodities.

Why is it in news?

WPI became the buzzword after the news of its replacement by a new comprehensive WPI. It is expected to be functional from the start of April 2010. For the reporting of wholesale price data of manufactured products, the government has already moved to a monthly reporting system. However, for other products - primary and fuel - the prices will be released on weekly basis. For the current index, the data is sourced from around 2,000 companies, whereas, for the new index prices will be sourced from over 6,000 companies. The base year for the new index is going to be 2004-05. Also, according to

the proposal, the number of products included for the calculation of WPI will increase from 435 to 1,224 as many new products such as cell phones, laptops and digital cameras will be added.

How is it different from Consumer Price Index (CPI)?

While WPI represents the wholesale prices of goods, CPI indicates the average price paid by households for a basket of goods and services. It is also used to measure the inflation. Four kinds of CPIs are released namely CPI for urban non-manual employees, industrial workers, agricultural labourers and CPI for rural labourers. Even the wealth managers use inflation calculated based on CPI for the financial planning because CPI is based on price that consumers pay.

What's the practice elsewhere?

Some countries such as India and Philippines use WPI to measure the inflation. They calculate inflation as percentage change in WPI for that period. Now India and the US come out with producer price index. CPI is also used in different countries, however, with different names. For instance in United Kingdom it is called retail prices index. In Canada CPI is published on a monthly basis.

[Source: *Economic Times, 15-11-2009*]

CIRCULAR ROUND UP

1.0 Submission of property returns through HRMS

[PAD - HO cir No. 208/2010 dt. 12-03-10]

1. All officers are advised to submit the property returns through HRMS for the period ending 31-03-2010. HRMS would enable submission of the returns w.e.f. 1st April 2010.
2. Manual submission of returns shall not be permissible/acceptable except in the following cases:
 - a) Officers who are on deputation to outside Organisations / other banks
 - b) Officers under suspension on account of disciplinary proceedings and
 - c) Officers who are on medical leave on account of prolonged illness.
3. The last date for submission of the return through HRMS is 30th June 2010.
4. Detailed write up on filling up data in these returns is available in intranet download folder viz. HRMS > Frequently Asked Questions > FAQ on Assets and Liabilities.

2.0 Need for Two Separate valuations

[CPPS-HO Cir. No. 221/2010 dt. 15-03-10]

Group credit policy stipulates valuation of properties mortgaged to the Bank by two valuers, separately for credit limits of Rs.50 cr. and above in respect of CB1 to CB4 graded borrowers and in respect of credit limits of Rs.25 cr. and above in respect of CB5 to CB8 graded borrowers.

It is clarified that the least of the two such valuations to be reckoned for the purpose of security value, when the difference between the two such valuations is not more than 5%.

In case such difference is more than 5%, branches should seek clarifications for such variance and reconcile the same by recording the reasons therefor. On recording the same, the least of such reconciled valuations to be reckoned for the purpose of security value.

3.0 CORP RENTAL - Registration of Lease Agreement

[CPPS-HO Cir. No. 216/2010 dt. 12-03-10]

As per Clause (d) of Sub-section (1) of Sec.17 of the Registration Act, 1908, the lease of immovable property from year to year, or for any term exceeding one year, or reserving a yearly rent shall be compulsorily registered.

Accordingly, Bank has, with immediate effect, incorporated a fresh provision to the Corp Rental Scheme, requiring the borrower to compulsorily register the lease document for the entire lease period, without reference to the loan period [which is usually equal or less than the lease period].

4.0 Change of Address of Account Holders

[CSD HO Cir. No. 91/2010 dt. 13-03-10]

Branches are advised to accept the request letter from the customers for change of address without insisting for production of address proof which they will be able to produce the proof of address only after a reasonable period of shifting the residence to the new location, say 10 to 15 days from the date of occupancy. The new address furnished may be noted for correspondence purpose and advise the customers to produce the proof within a reasonable time from the date of occupying the new residence. On production of the proof the same may be noted in our records/ system.

It is also advisable to prevail upon the clients to register their mobile numbers with the Bank so as to enable the Bank to reach them in time in case of need.

5.0 Revised Procedure for establishing a Foreign Documentary / Standby Letter of Credit

[IIBD HO Cir. No. 202/2010 dt. 10-03-2010]

Salient features of the revised procedure:

- a) The application part and Counter Guarantee part of present L/C application has been separated as both fulfill different objectives
- b) The application is thoroughly revised and aligned with SWIFT MT 700
- c) The revised application need not be stamped / franked as the application part of the import L/

C is not an agreement between the importer and bank.

- d) The Counter Guarantee to import L/C is an agreement between the importer applicant and the Bank sanctioning an import L/C limit. The Counter Guarantee will attract stamp duty applicable to agreements as per State Stamp Act where the Counter Guarantee is being obtained.
- e) As the Counter Guarantee is for the import L/C limits, the branch can obtain a single Counter Guarantee for entire L/C limit instead of obtaining the same each time along with the Import L/C application.
- f) Part-II of the import L/C application contains the undertakings / declarations to be submitted by the importer which may be outside the scope of Counter Guarantee.
- g) The revised application can be used for establishing Documentary as well as Standby L/C subject to UCP 600 and URR 725.
- h) Branch need not obtain following undertakings separately from the importer as the same are included in the application
 - i) An undertaking under FEMA 1999
 - ii) An undertaking under Foreign Trade Policy regarding importability of goods / services and the eligibility of the importer to import the same.

Documents to be obtained for establishing import L/C:

- a) Revised import L/C application duly completed and signed by the importer
- b) Original confirmed contract between the importer and exporter
- c) Original exchange control copy of licence, wherever required
- d) Transit insurance policy / certificate, wherever required.

Precautions to be taken while establishing import L/C:

- a) Banks establishing documentary / standby

credit issue their undertaking to the beneficiary for the trade transaction as evidenced by a contract between the buyer and the seller. In the case the disputes are referred to courts, the contracts place a vital role for legal decision in the matter. Branches are advised to obtain a confirmed contract giving the minimum details / conditions on which the trade transaction is based. The completion of L/C application including the proper ticking and cutting of options should be ensured to avoid the disputes and further amendments to L/C.

- b) Branches permitting the establishment of L/C under ADHOC limits and against 105% cash margin should obtain Counter Guarantee for each L/C.
- c) Designated branches have to obtain a forwarding letter in the prescribed format from the linked branches.

The revised procedure is to be followed w.e.f. 1st April 2010 after obtaining the revised Counter guarantee for the full limits sanctioned to importer customers.

6.0 Corp Mortgage Loan

[CPPS HO Cir. No. 212/2010 dt. 12-03-10]

It is clarified that Corp Mortgage loans may be granted either as a Running Account or as Term Loan as per the requirement of borrower.

**SELF APPRAISAL FOR THE YEAR
ENDING 31ST MARCH 2010**

Attention of the members is invited to PAD-HO Memorandum No.108/2010 dated 26-03-10 wherein they are required to **submit Self - Appraisal through HRMS.**

Last Date for submission of SAR to Reporting Officer: 12th April 2010.

Last Date for submission by Reporting Officer to HO: 24th April 2010

- GS

HEALTH WATCH

HEART ATTACK AND ITS IMPLICATIONS IN INDIA

- Dr. Manoj Durairaj

Hearth attack is a term commonly used by patients, for a condition that doctors call "myocardial infraction" (MI). A heart attack or MI occurs when low blood flow causes the heart to starve for oxygen. Heart muscle 'dies' or becomes permanently damaged. The coronary arteries supply the heart with blood and thereby oxygen. If these arteries get blocked due to some reason, the blood flow ceases and the heart is starved of oxygen and the heart cells or the myocytes die or get injured.

The coronary arteries could get narrowed over a period of time due to accumulation of fat (cholesterol) on their walls which is called an atheromatous plaque. These diseased arteries are prone to get further completely blocked by a blood clot. The triggering event is either a spasm of the arteries due to stress or a rupture of the plaque.

The people prone for heart attacks can be roughly divided into two groups. Those with non-modifiable risk factors like bad genes (family history of heart attack), age, being male, having diabetes and those with modifiable risk factors like being a smoker, high stress leading to high blood pressure, too much fat in the diet, sedentary life style and high blood cholesterol (bad cholesterol LDL). Certain new blood markers have also been found to be high in patients prone for heart attacks. These are creatine protein, fibrinogen and homocysteine. Measurement of these markers are useful soft screening tools for doctors to advise patients that they may come in the risk group for MI. Environmental factors like low birth-weight and malnutrition also possibly predispose Indians to increased risk of diabetes and heart attacks in adulthood.

At what age can a heart attack strike?

India is facing an epidemic of cardiovascular diseases (CVD). World Health Organisation (WHO) has predicted that, by 2010, India will have 60 per cent of the global sufferers of CVD. India's heart attack death-rate per year is 3 million and CVD accounts for 25 per cent of all deaths in India. 30 per cent of these patients are aged below 40. This is an alarming statistic. Indian coronary artery disease is also very peculiar as compared to the west in that we are seeing younger patients, the disease follows an accelerated course and the disease affects mostly the whole length of the artery (diffuse disease). This, coupled

with the fact that 40 per cent of these patients are diabetic, becomes a deadly condition to have. The detection rate of CVD has also increased in India with more diagnostic labs coming up in rural areas. The prevalence of coronary artery disease in rural India is estimated to be up to 7 per cent as compared to the urban areas where the incidence is up to 12 per cent. The main reasons for this epidemic is lifestyle changes like sedentary jobs, improvement in socio-economic status leading to unhealthy diets rich in fats, high-stress jobs and the addictions like smoking and tobacco chewing which follow suit with the lifestyle.

How does heart attack manifest itself?

The most common symptom of heart attack is chest pain. The chest pain usually starts over the breast bone (sternum or precordium) and can radiate, to the jaw (mimicking tooth ache), to both the arms usually the left or the upper abdomen (mimicking indigestion). The patient typically describes the pain as compressing sort of pains as if someone is sitting on his/her chest. Patients sometimes do not have chest pain. These are usually the diabetic patients and they might suffer from a 'silent heart attack'. Diabetic patients usually present with shortness of breath or easy fatigability and not the typical chest pain. The other signs and symptoms are palpitations (abnormal feeling of the heart beating fast), sweating, dizziness and sometimes falling unconscious.

At what age should a person get a heart check-up done?

The ideal age for a check -up would vary from person to person. Any individual who comes in the high risk group should have a check up as early as 30 years of age. The others can have their check-up any time after this age but should have at least one screening clinical examination by a doctor by 40 years. I would categorize the high-risk Indian patient as one who has a very strong family history (i.e. father, mother, brother, sister) of heart attack in the past. Also, individuals who have history of diabetes, hypertension, high cholesterol, high stress lifestyles (call centers, executives) and those who are smokers or tobacco users would come under the high risk group.

I have sued the cut off age as 30, because in my daily practice I am seeing patients of this age group

and I have treated patients even as young as 25 and 27 years who have presented with massive heart attacks.

What are the tests required if you want to know how sound your heart is? Are most tests 100 percent accurate? Do they give you a true picture?

There is no replacement to having a good family doctor who can advise and guide and warn you prior to developing this disease. The increase in the doctors practicing Preventive Cardiology as we call it is a must in India to reduce or curtail the expected rise in CVD.

The basic tests I would recommend to a patient as a screening method to exclude heart disease or coronary artery disease, would be an initial self examination. Body Mass Index (BMI) is an important indicator to check if one is obese. BMI is weight (in Kg.) divided by the square of Height. $BMI = Wt./H^2$. BMI between 19-25 is indicative of healthy weight. BMI above 30 is Obesity and BMI between 25 and 30 shows that the person is overweight. Any person of BMI above 25 can put him (her) - self in the risky category.

The blood tests I would recommend are Serum Lipid Profile, to rule out high Cholesterol and Blood Sugar fasting and postprandial, for diabetes. I also recommend S.Homocysteine levels and C-reactive protein levels. These tests are slightly more expensive, but are excellent markers of CVD.

An electrocardiogram (ECG) and Tread Mill Test (TMT), which is akin to doing an ECG during exercise are the next step. A negative TMT usually excludes critical coronary artery disease, but is the final answer. An Echocardiogram (EACHO) is another test, which I do to see the heart function and the movement of the various walls of the heart. This gives an indirect evidence of blocked arteries.

A coronary angiogram is the Gold Standard of excluding blocks in the arteries, but this test is invasive, involves hospital admission and should be done when the clinical diagnosis is certain.

Newer modalities like multi-slice CAT scan, MRI angiograms have come to India, but the diagnostic accuracy of the conventional coronary angiogram still remains the best.

Time is of Essence !!!

Time is of essence for any person having a heart attack. The earlier the patient reaches the hospital the lesser the chance of major injury or death of the heart muscle. This is called the 'Golden Hour' in medical parlance. The relatives or friends and the

patient him (her) - self plays a crucial role in picking up the symptoms and signs early. Once the patient reaches the hospital and the diagnosis of MI is made the treatment is usually aimed at dissolving the clot causing the block. This is called thrombolysis. During this period the heart is very unstable and prone for irregular rhythm changes and sudden cardiac arrest. This period is critical and is usually fraught with risks. Once the artery is opened with drugs and the patient stabilizes in terms of blood pressure and rhythm, adequate rest and observation is required in the hospital for at least 5 to 6 days. And later, after discharge, two weeks rest and follow - up thereafter is a must. During the hospital stay once the patient is stable, it is recommended to undergo a coronary angiogram. This test lets us know the extent of blockages, or, as it happens in most cases whether the clots have been adequately dealt with. In an emergency situation, in certain centers, quick opening of the coronary arteries in the cardiac catheterization lab can also provide good results. But, this procedure should be done only by experts and in centers with high volume experience. After a heart attack there is a period of recovery which may vary from person to person. During this phase, a person goes through myriad of issues ranging from physical and emotional.

Physically the person feels weak and drained out which happens after any major event. This lasts for at least 6 weeks. Emotionally he or she could go into a depressive state or an emotionally laible state. This is the time when the support from family and friends and the health providers is crucial in guiding the patient towards a speedy recovery.

Expenses involved for Angioplasty and Coronary Artery Bypass Surgery.

The approximate expenses for undergoing bypass surgery in India range from Rs. 1,00,000 to Rs.2,50,000 depending on the hospital and the room which the patient chooses to be in. The expenditure for angioplasty would be the same or slightly higher depending on the number of stents /springs used.

In and around Pune there are charitable institutions and trusts like Marian Cardiac Trust which can help underprivileged patients to undergo angioplasty and surgery at a very cheap rate.

[Dr. Manoj Durairaj, M.S., M.Ch (Cardiac Surgery, AIIMS) Director of Marian Cardiac Centre and Research Foundation, a non profit organization and consultant cardiac surgeon at Pune's Ruby Hall Clinic, NM Wadia Institute of Cardiology and Jehangir Hospital. The above article appeared in Herald of Health, January 2010]

THE PLAINSPEAK

THE LEADER WHO IS 'BELOVED'

In a recent function of the Bank an executive connected with the department that organized it addressed the Chairman of the Bank as 'beloved chairman'. The expression has two implications: one literary and the other pertaining to the traits of leadership. As we come across such situation regularly, I thought it would be appropriate to take this expression itself as the theme for my column this month. Needless to say that it is with no offence meant to any one.

The literal meaning of the word 'beloved' is 'one who is dearly loved' or a 'darling'. That appellation would rightly belong to one's spouse, children, siblings or parents. Can the CEO of a company be called 'darling'? In rarest of rare occasions it may be right but in most cases I feel the expression is out of place.

If a corporate leader has to become a 'darling' of the staff in his organization he needs to possess certain traits. They are connected to leadership style itself. By his style of leadership he commands their (his staff's) respect, affection and inspires the followers. He is always accessible to the employees down the line and is transparent. He cares for his staff at all levels and stresses on team building. He practices what he preaches. His qualities drive the people in the organization to a higher level of motivation and in turn improved and sustained performance.

The key to any HR policy is trust: the administration must trust the employees and they in turn should trust the leader. The importance of trust was underlined by an industry leader namely Suresh Krishna of Sundaram Fasteners Ltd. in 1993 addressing a function to honour our Bank's Chairman's club members. He had said, "To build an organization we must have something that binds people together. In order to achieve this vision, the leader must enjoy the trust of the people working under him."

What are the observed traits of our Bank's CMD as a leader? In the Bank today, there is hardly any evidence of such trust between the leader and the people who are required to follow him. The CEO is rarely available in headquarters; when he is, he does not wish to meet people below General Manager's

rank even if the meeting is for non-official purpose.

I had a similar experience on the last day of my service in the Bank (that is on 31st December 2009). I had met every one in the Bank's Head Office irrespective his/her rank to take leave. I desired to extend the same courtesy to the CEO of the Bank. He refused to meet me even for a few minutes when my intention was to take leave from him as the head of the family of which I was part for 33 years. I was a key office bearer of the recognized officers' organization and a Director on the Board of the Bank.

When he visits Zonal Offices or Branches or attends functions, he hardly talks to officers below a particular rank. Needless to say, when the CEO recognizes their presence, junior employees feel greatly honoured. On the contrary, silence or refusal to say a few good words gives a different signal.

In a Conference of specialist officers, certain observations were made about the utility of their services to the Bank. When it is the policy of the Bank to recruit such officers, observations about their usefulness is out of context and could cause demotivation.

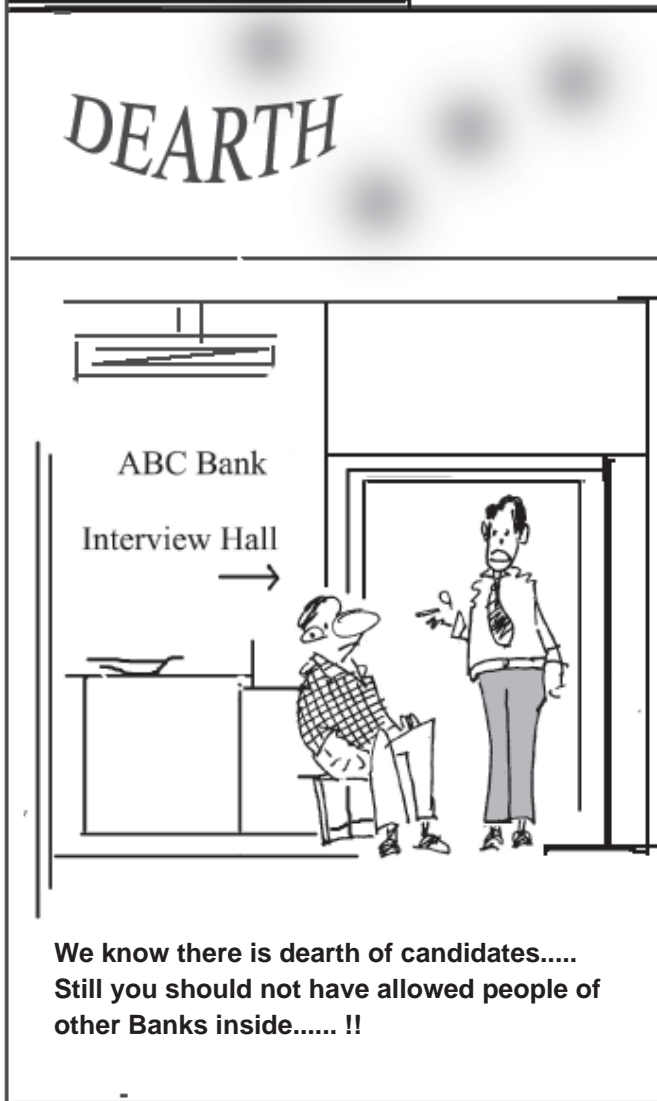
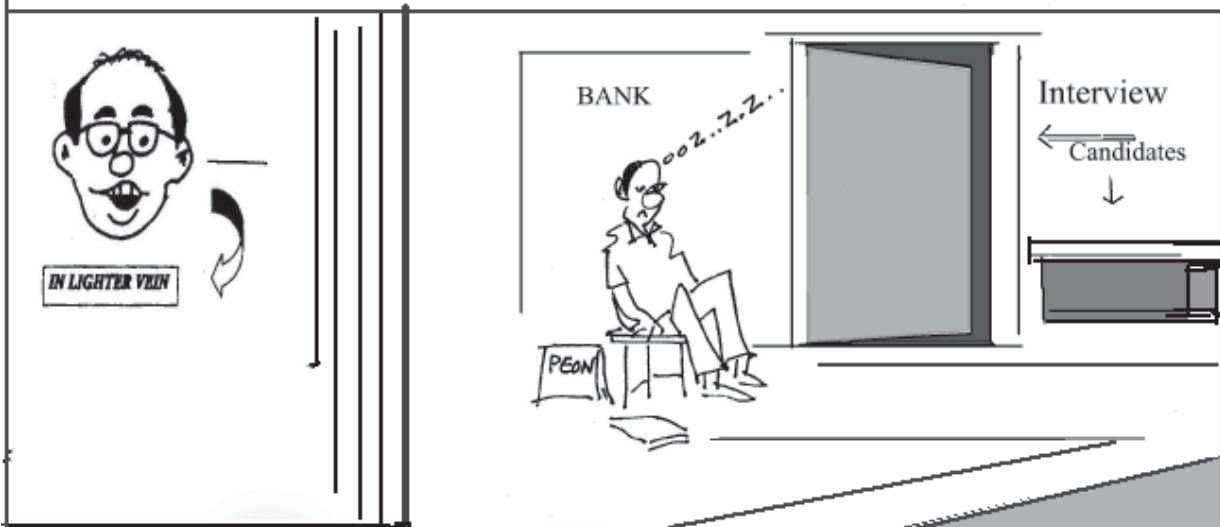
Winning trust of the employees is easier said than done. The actions of the leader have to be transparent and should inspire his subordinates. He should not work in an ivory tower; on the other hand, he should be accessible to them. Keeping one's door open does not reduce the image of the executive concerned; rather his peers and subordinates start respecting him for his transparency. It is through concrete positive actions that employees' trust has to be earned if the organization should get the optimum performance of the employees. In the present scenario, threats, treating them as untouchables and expression of doubts about the utility of the staff- all these work as negative factors. HR experts need to suitably advise the people at the helm of affairs on what is to be done instead of simply carrying out the wishes of the boss.

In this backdrop, a legitimate question is 'did the executive mean what he said about the CMD?' or was he also hypocritical ?

- TRB

(The views are personal)

A habit is a shirt made of iron. - Czech Proverb



I joined the Bank as a probationary clerk and retired as a probationary executive..... !

H S Vishwanath