



Rights & Responsibilities

AIUCBOF Empowerment Series Chapter 5

Duties & Responsibilities of Branch Head & other Officers

In our Bank confusion prevails about roles to be played by the officers in a Branch other than the Branch Head. Not only to respond customers' general queries but also the routine matters are being referred to Manager's chamber as if the entire responsibility of running a branch is vested in the Branch Head only. From Bank's side also there are deficiencies to indicate the roles desired to be played by various officials at Branch level. Accordingly to disperse doubts of all concerned, an attempt has been made to point out the thrust responsible areas for officers at various levels in a branch. Needless to mention the inputs have been collected from various circulars, policies issued by the Bank from time to time.

1. Supervision and control of branch functioning:

The Branch Head must have a wholesome perspective of the branch functioning and must always ensure that the branch is moving forward on all fronts. While the branch head will look after mainly, the business development of the branch ie Mobilization of deposits and profitable deployment of fund as well as the recovery of NPA, good public relation and liaison with higher authorities, govt. departments, local bodies etc., the 2nd-in-command and other officers will look after the branch routine and ensure smooth and efficient customer service. Thus, the function of branch head and other officers would be supplementary to each other. The Branch and departmental heads should act with leadership qualities, spirit of team building and motivate the employees and officers working under them for better productivity, inculcating self-discipline by way of continuous monitoring and suitable direction.

The 2nd-in-Command should look after the allocation of duties among different officers and other staff members as well as maintaining strong supervision over their functioning. Broadly speaking, the responsibility of 2nd-in-Command and other officers should be -

- Ensuring good customer service at the branch through adherence to time norms and acceptable standard of accuracy, display of politeness to customers, recognizing customers and greeting them with smile etc.
- Overseeing routine work in Deposit ,sundries and credit management including reporting of irregularities to higher authorities (e.g. through RCR-1), follow-up with customers for regularization of irregularities, stock inspection/ security verification and reporting of the same, recording of relevant information (e.g. sector, scheme, category of borrower, limits sanctioned, borrowing documents obtained etc.) in Registers/Ledgers as well as uploading in FINACLE, obtaining balance confirmations, action for execution of decrees, maintenance of proper Drawing Power record, periodical study of operations in cash credit/overdraft accounts to detect diversion/mis-utilisation of funds, sanction of credit within delegated powers, if any, available to him etc.
- Overseeing the work relating to collection and crediting proceeds in respect of outward bills realized, prompt delivery of IBC intimations, return of long pending IBC Bills, prompt crediting of proceeds relating to IBC Bills through CBS, prompt dispatch of OBC/ clearing cheques, where CTS not yet implemented, prompt response to other Branch / customer queries with accuracy etc.
- Overseeing Book-Keeping of the Branch including generation and verification of Day Book, GL, GLB, supplementary, Exception Report, Reconciliation, specially the reconciliation of ATM Cash, transfer to inoperative accounts, periodical Balancing etc.
- Management of cash and SBI funds by remittance of surplus cash to SBI/Currency Chests/other Banks; preventing, to the extent possible, emergence of cash surplus by adopting strategies such as attracting customers drawing bulk qualities of cash; similarly adopting proper strategies to minimize occurrence of cash deficits; avoiding surplus SBI funds position by remitting surplus funds, avoiding deficit funds position etc.
- By attracting customers with high value clearing credits in their accounts, arranging for advance notice of high value drawings by customers, branches etc.
- Ensuring that the business of the branch results in maximum contribution to profitability by ensuring against over-booking/over-payment of interest on deposits, under-booking or under-recovery of interest on advances, and ensuring proper recovery of service charges etc.
- Overseeing transactions in sensitive accounts , compliance of AML guidelines House-keeping through timely generation /submission of

statements>Returns with due consistency in information contained therein, follow-up for adjustment of long outstanding items in Suspense Accounts and reconciliation statements, neatness and upkeep of premises, furniture and fixtures, vehicles and other assets of the branch. Officers who are second-in-command or in charge of departments/sections in branches should play their due supportive role in accordance with the foregoing and thereby enable the head of the branch to concentrate to a greater extent upon development of business and recovery besides overseeing of branch operations. [Ref.CircularNos.CHO/DEP/134/1994 dated 31.10.1994, CHO/SUA/80/98 dated 27.01.1999 and CHO/SUA/44/2000 dated 15.09.2000]

2. Industrial Relations

A healthy IR climate in the branch will certainly contribute for growth of branch business. While the hard working and devoted staff members be appreciated in front of all employees, any sign of indiscipline amongst any staff be curbed in the initial stage itself by proper counseling calling him alone in the Manager's chamber and reminding him of the consequence of Disciplinary action.

3. Strict vigilance and cautious approach to prevent fraud/malpractices:

Fraud on the banks, both by bank men and outsiders is very much on the increase. While this can be attributed mainly to non-adherence to laid down systems and procedures, the mechanization of entire banking operation has also provided various scopes and methods to defraud the bank by way of cyber crime. As an Aide-Memoire, the following check lists in various functional areas are provided for information and necessary action of the officer members.

DEPOSITS

- 1) Adherence to KYC/AML Policy and Risk Categorization while opening the accounts.
- 2) Verifying the list of terrorist individuals/organizations under UNSCR to exclude the persons/firms from opening the accounts.
- 3) Scrutiny of STR, CTR & CCR and submission of necessary reports to controlling office.
- 4) Issuance of 1st cheque book to the customer himself or through Regd. Post to recorded address with A/D.

- 5) Keeping security printing books and other valuables under lock and key by the officer concerned during the day and in the safe during overnight under dual custody.
- 6) Maintenance of records of 15G/15H submitted by the customers in the CBS to avoid improper tax deductions and consequent complaint.
- 7) Daily checking of supplementary and exception reports with vouchers
- 8) Implementation of maker and checker concept in every transaction in CBS.
- 9) Maintenance of strict secrecy about individual password and changing the same in periodical interval
- 10) Periodical job rotation.
- 11) Control over operations in inoperative accounts.
- 12) Balancing of Books by way of proper allocation vide Office Order on rotational basis and to monitor the same by supervisory officials.
- 13) Monitoring of transactions in newly opened accounts and to ensure that instruments deposited in the account is credited to the account of real beneficiary.
- 14) Keeping Cash debit vouchers (Withdrawal slip/ cheques/ drafts / pay orders etc) separately under safe custody
- 15) Checking of Interest paid at macro level with reference to average deposit amount.

Remittances

- 1) Issuance of DDs covering the name of beneficiary and the amount with stricker.
- 2) Close watch on big amount remitted and received through RTGS/NEFT to ensure credit to real beneficiary's account.
- 3) Contacting the branch/cheque where cash is remitted to ensure that they receive the cash on the same day and "Cash remittance in transit" entry(s) is /are adjusted on the same day.
- 4) Dual Control over unused security printings like DDs, Pay Order, FDR etc.

Loans & Advances

- 1) Strict adherence to KYC norms for identification of borrowers/guarantors/partners/directors.
- 2) Independent valuation of property offered as security over and above the valuer's certificate.
- 3) Independent visit to the location of properties offered for mortgage and obtaining market report about ownership, encumbrance etc.
- 4) Obtaining Non Encumbrance Search Certificate on property offered for mortgage by direct dealing with the empanelled lawyer, keeping the same secret to the prospective borrower.
- 5) Searching of ROC records before granting loans to Limited Companies
- 6) Scrutiny of Title Deed by obtaining certified copy from Sub-Registry Office.
- 7) Direct payment to dealer / supplier of machinery/vehicle etc by way of pay order quoting their Bank account number and sending the same by registered post without routing the same through the borrower
- 8) Periodical inspection of stocks and verification of securities charged to the Bank to prevent diversion of fund and/or other malpractices.
- 9) Verification of ECGC/RBI/CIBIL defaulters list to ensure that prospective borrowers/their directors/partners names are not appearing there.
- 10) Sanctioning of all retail loans by way of scrutiny of more than one officer to ensure multilayered decision making process and ensuring submission of PSVR and PDIR by two different officials.

Other important areas:

1. Periodical Physical verification of entire cash , valuables, GL Stamps , packets of jewel items , safe custody articles, ATM Keys , keys of unoccupied lockers , furniture , fixture & equipments ,computer etc to tally with respective records
2. Tallying ATM Cash, prompt adjustment of suspense account entries, early rectification of irregularities pointed out in IR, joint signatures in respect of loan, working expenses and suspense account vouchers and ensuring stitching tallying , recording and safe custody of days vouchers.

3. Holding staff meeting , preventive vigilance committee meeting , customer service committee meeting and branch business committee meeting
4. Keeping watch on unusual transactions in staff accounts and strict vigil on his/their life style , if found disproportionate to salary income.
5. Liason with local police , close watch on CCTV and ensuring that fire and other alarms are always in working condition.

NB. Dos & Don'ts on Preventive vigilance have been discussed more elaborately in a separate chapter