

NIAOA's Reaction to Implementation of Transfer and Mobility Policy in Year 2008 Submitted to Management on 17-3-2008

For the past few years management has been implementing this policy with all vigour.

From any common **officer's point of view** this is a policy of “**Torturing Mentally and Physically**”.

From **Management's point of view** this is a policy is to be continued at cost even though it achieved nothing except following:

- Loss of valuable trained man-power particularly who were good performers as it failed in achieving its hidden agenda to get rid of targeted man-power who are said to be non-performer.
- It also resulted in loss of effective man hours as most of the transferee officers were not in position to give their best;
- It resulted in loss of specialized officers who were having the skill for the particular departments say for example Investments, IT etc. Ultimately some departments suffered heavily.
- Transfer of people in development to far away places did not bring any improvement in business front rather it resulted bringing down the customer confidence level and losing business;
- It gave golden opportunity to some of the Regional in Charges to get rid of few good officers who were brave enough to withstand their whims and fancies.

Faulty implementation and wrong timing of the TMP particularly in competitive era, has caused enough damage and there is no doubt that both past and present generation of TOP MANAGEMENT will remain answerable to future generation for this.

Now we apprehend it not because of real introspection of own action but as an ad-hoc measure Management is considering certain changes. As a matter of principle NIAOA is not against any rectification of past flaws but would like to put few major points to be kept in mind before introducing any such dilution process. They are:

- This is uniformly applied to all sections of officer and also for all regions;
- The motto of transferring should be to cause least harassment to any individual and all officers should always be transferred to nearest available office or at least an attempt should be made to place him to his place of choice. For higher cadre where there may not be enough vacancy, it should be adjacent regional office. Therefore

- Enough provision for company owned housing accommodation and enough increase in lease amount and sufficient advance rent facility is call of the day particularly for some capital cities, high cost cities and also for few Metro cities;
- To restore the confidence among those officers who had already been transferred earlier they should be automatically transferred back to their respective choice of place (or to the nearest place) on completion of their term. And the term should not be more than three years. Even in those cases where officer completes three years on the month the transfer he should also be considered. These transfers should be treated As normal management transfers;
- All request transfers should be considered after completion of two years term;
- To allow some special treatment and consider reduced tenure for spouse joining ground, health ground for self and next dependant and for those who are posted in North-East or in any such Extreme places like Srinagar.
- All TMP postings should be completed preferably with promotional posting and in one cycle at the beginning of the Financial Year and should be completed by end of April every year.
- We also suggest that all those officers who are falling under the transfer zone should be informed by January so that they can plan their activity and remain mentally prepared instead of handing him a letter at the last moment.
- All such measures should be made known to entire officer community and this can be achieved if policy of transparency is followed in its true sense.

All these suggestions are only indicative and more important in nature but not an end in itself. There may be few more valued suggestions from many other contributors to this policy, which always can be shared and discussed.

Lastly we conclude this with a hope that at least Management read this seriously and think positively rather than simply filing it as routine paper. What we are suggesting is neither impractical nor contradictory to corporate goal provided we all accept this in right spirit.

T.S. Par Oli
President

K.K.Mozumdar
General Secretary

NIAOA's Reaction to Promotion Policy in Year 2008 Submitted to Management on 17-3-2008

This **Promotion Policy** which was introduced last year has taken its permanent shape in current year inspite of our objection to it. This was implemented unilaterally though we were very much ready for a change in favour of Multi-Channel Policy. We know opening this issue once again and debating on this issue will never be acceptable to Present Management. But we know whether Management remains answerable or not to the Future Generation for adverse effect of this we definitely have to answer if we do not try to rectify it. Therefore we are placing few concerns as below:

1. Present system i.e. Competitive Examination Marks for every body for every year brings up only Leader but not followers. So when every body wants to lead as they will consider them as super intelligent, there will be more ego clash of few individuals. **So does our company need only Leader not follower?**
2. There are many officers who may not be good in writing exam but he may be very **sincere and dedicated worker** who has so far contributed good years of his life for betterment of the company. **Does company need those officers or want to get rid of them?**
3. **Is it necessary to appear exam every year even though you have cleared it earlier? Can't it be a qualifier only? Why can't it be made optional for certain number of years and left it to officer's choice to repeat only if he wants to improve his performance?**
4. **Why an officer is debarred from appearing examination if he fails for three consecutive years? What will be his future?**
5. **Will the company share individual performance level in the examination and help the candidate (i.e. Officer Concern) to identify his weaker areas and give him a fare opportunity to improve upon?**
6. **Whether the cost, time incurred for this purpose is justified?**
7. **Lastly will Management come out some formula for declaring vacancy position? What is the use of such complicated exercise if there is no vacancy or little vacancy?**

All these questions are being asked by our officer friends from various parts of the country. Therefore we have a right to demand for a solution which we hope will be appreciated by our Management. We look forward for a consultative process to begin for its solution not by some outside agency but by our selves only.

T.S. Par Oli
President

K.K.Mozumdar
General Secretary

NIAOA's Reaction to Functioning of Boston Consulting Group (BCG) Submitted to Management on 17-3-2008

In this connection it may not be out of place to mention that NIAOA were called hastily by Management to interact with BCG on December 2007. In the said meeting where New India Top Management was also present, we made it very clear that the meeting to be treated as Introductory in nature. To that we were promised that many more meeting are going to take place and our views will be taken into account. During the meeting we raised serious objections on BCG's presentation as it was the same presentation which was shown to Oriental. BCG's response to this was far from satisfactory. Further, BCG did not respond on many of our queries and in fact, it was management which came to BCG's rescue by replying few of our queries.

We are now given to understand that company's appointed consultant BCG has already initiated certain pilot projects in selected segments at several RO centers and certain guidelines and roadmaps have already entered into stages of execution and implementations. We are assured by you in the meeting that many more interactions would be held with us along with BCG prior to actual implementation of other recommendations. But, that has not happened and it now appears that the Corporate Management is unilaterally going ahead with its prescribed agenda.

This **Lack of Transparency** in the whole exercise certainly raises few questions. They are as follows:

- One of the four GIPSA COMPANIES has appointed Price water House Cooper(PWC) as a consultant for a similar study. Further it was surprising to realize that the conclusions drawn up by BCG and PWC and the prescriptions suggested by them are all in similar lines. Is this mere co-incident?
- Moreover we realize the findings and conclusions of BCG is very similar to the earlier studies starting from Vision 2000 report, the Ferguson Cos. report on streamlining business process, Sri KN Bhandari' s report on restructuring. The present so called findings of the BCG is only the repetition of the earlier report findings. Is this mere co-incident?
- The BCG recommendation of segmentation of business process has been ahead said earlier by our Regulator, the IRDA through its guidelines issued in 2006 asking Non-life insurer to separate underwriting, Marketing and claims. Is it that BCG discovered through their study what was already directed by IRDA a year back. So what is the New Thing in BCG suggestion?

- It seems that few officials of BCG has now started directing our Operational executives how to do business and how to settle claims. We are compelled not to doubt their competency level but understanding General Insurance Industry and PSU in such a short time do compel us to think are we in the safe hands?

As on organization representing Officers community in New India, we stand for healthy growth of our Company. We are also not against to any change neither we wish to stop management to carry out any restructuring process but, the foregoing points definitely raise an issue of credibility about the manner in which reengineering study is carried out. The onus of proof lies with the Management to reestablish our faith in the ongoing process. Not only that or worse still the hurry in which you want to implement its findings without even proper preparations and study. Without full preparations/study/consultations any attempt to implement is fraught with risks.

We believe that you will definitely appreciate the points made and we look forward to a positive response from your end.

T.S. Par Oli
President

K.K.Mozumdar
General Secretary