

## Annexure I

### BUSINESS PROCESS REENGINEERING SERVICE PERFORMANCE (BPRSERVPERF) SCALE

S. No	Items
1	Employees of the bank are very much skilled at operational level.
2	Bank has standard time limits for providing services.
3	Processes are more mechanistic after implementation of computerization.
4	Employees are quite flexible while handling processes.
5	It is now more convenient to use Internet banking.
6	After automation of systems, degree of accuracy is more.
7	Degree of employees' social interactions with customers is more in comparison to the past.
8	Employees are committed towards their work in bank.
9	Employees of bank understand customers' satisfaction goals.
10	Bank has well planned IT functions.
11	Bank does not have efficient IT infrastructure.
12	Staff is competent in handling IT functions and computers.
13	IT People are always available at the time of system failures.
14	IT has led to operational efficiency of bank.
15	Employees' attitude towards customers is very positive.
16	It is very comfortable and convenient to deal with bank.
17	Bank takes feedback frequently from customers for further Improvements
18	In case of any problem regarding services, employees of the bank have an open door policy and problem
19	There is no need to stand in queues for getting your work done in bank.
20	Your enquiries are properly handled by bank.
21	Bank has sufficient number of employees to provide satisfactory services.
22	The cost of services is less in comparison to other banks.
23	Web-site of the bank is very friendly.
24	Bank has optimum speed of handling services.
25	There are lesser hassles while getting services done.
26	Quality of documents and brochures is excellent.
27	Bank has eliminated useless activities in comparison to the past.
28	Relationship Manager always help me in bank
29	Bank performs operations without errors.

30	Bank's services are performed within prescribed time.
31	Employees show keen interest in solving problems.
32	Bank performs services exactly as agreed.
33	Employees are well qualified and knowledgeable in understanding customer
34	Bank is secured (in terms of financial risk, theft etc.) to deal with.
35	The bank/branches are easily accessible.
36	Centralized cells (Pension/loan etc.) are easily accessible.
37	ATMs are easily accessible.
38	The branch manager is always accessible when need arises.
39	My account accessibility is possible in every city
40	Bank has separate grievances cell.
41	Ambience of branch is very good.
42	Space available for customer dealing in branches is sufficient.
43	Loans are available at cheaper rates.
44	Interest rates of loans are competitive in comparison to past.
45	Charges for facilities like ATM/Locker etc are reasonable.
46	ATMs have reduced your cost of withdrawals.
47	Employees are very punctual in commencing the business of branch.
48	All relevant information concerning interests, schemes etc. is displayed branches.
49	Facilities like Seating arrangements, drinking water is available at all branches
50	Account opening is easy now.
51	More organized services in comparison to past.
52	Internet banking is hassle free.
53	Employees are never busy to respond to customers.
54	Bank's appointed customer's friend (Grahak Mitra) greets customers and help them in solving their problems.
55	Cheque drop box is totally hassles free.
56	Centralized branches for loan facility/trade financing/pension processing have increased convenience.
57	Staff displays pride in work and services provided.
58	Staff treats the customers with respect.

## Annexure II

### BUSINESS PROCESS REENGINEERING PERFORMANCE MEASUREMENT SYSTEM (BPRPMS) SCALE

	BPR Levers
1.	Agricultural Central Processing Centre has improved customers' satisfaction.
2.	Grahak Mitra Initiative has improved customers' satisfaction.
3.	Cheque Drop Box has improved customers' satisfaction.
4.	Multi Product Sales Force has improved customers' satisfaction.
5.	Relationship Manager has improved customers' satisfaction.
6.	Retail Asset Central Processing Centre has improved customers' satisfaction.
7.	Liability Central Processing Centre has improved customers' satisfaction.
8.	Trade Finance Central Processing Centre has improved customers' satisfaction.
9.	Centralized Pension Processing Centre has improved customers' satisfaction.
10.	Currency Administration Cell has improved customers' satisfaction.
11.	Rural Credit Processing Centre has improved customers' satisfaction.
12.	Loan processing has improved customers' satisfaction.
13.	Trade Financing has improved customers' satisfaction.
14.	Cheque Clearance has improved customers' satisfaction.
15.	ATM Withdrawals has improved customers' satisfaction.
16.	Comfort/convenience at work increased.
17.	NPA Recovery improved.
18.	Business Growth after BPR.
19.	IT supports better processes performance.
20.	IT has led to operational efficiency.
21.	Degree of flexibility in handling processes increased.

	<b>Tangibility</b>
22.	Physical infrastructure improved.
23.	Layout of office based on the flow of work in the processes.
24.	Records of all documents/reports are managed in MIS department
25.	Quality of Documents
26.	Full Financial Support for BPR infrastructure
	<b>Empowerment</b>
27.	Your Confidence level increased
28.	Autonomy to take decisions
29.	Job responsibilities have reduced
30.	Working environment improved
	<b>BPR Performance</b>
31.	Customer Convenience has increased
32.	Staff freeing up time increased
33.	Processes are more simplified
34.	Working hours have reduced
35.	Bank's capacity to cater more business/customers has increased, because of BPR initiative
36.	Increased Speed
37.	Improved Credit Quality
38.	Elimination of useless activities
39.	Timeliness of services
40.	Accurate and faster computations
41.	Lesser hassles
42.	Transaction cost has reduced
	<b>Empathy</b>
43.	Banker-customer relationships have improved due to BPR initiatives in bank.
44.	BPR initiatives have improved social interactions between bank's customers and bank's employees.
45.	Sitting arrangements are available for customers in front of your workstation.

	<b>Participation and involvement</b>
46.	Management take suggestions while implementing/maintaining BPR processes.
47.	Awareness made by the management about the concept of BPR at the initial stages of implementation.
48.	Degree of participation by employees at time of BPR implementation.
49.	Degree of involvement of consultants before implementing BPR in your organization.
	<b>Top Management Commitment</b>
50.	Management encouraged employees time to time to make BPR a success.
51.	Management has an open and problem solving attitude and provides solution.
52.	Vision of BPR transferred from top level to operational level
53.	Effort made by top management to persuade employees to adopt changes because of BPR
54.	Top management commitment
55.	Level to which top management identifies with the reengineering goals.
56.	Extent to which reengineering goals and policy are understood within the Bank.
57.	Necessary actions are taken after measurement of performance of employees