

**PUNJAB NATIONAL BANK  
HUMAN RESOURCE DEVELOPMENT DIVISION  
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**TO ALL OFFICES**

**HRDD CIRCULAR NO. 740**

**PNB Navodaya (पीएनबी नवोदय): Employee On-boarding and Mentoring Mechanism**

For synergizing Bank's Business Vision with Human Capital Goals, a number of key challenges have been identified and HR strategies are being formulated for addressing the same. One such challenge is recruitment of highly aspiring, energetic, tech-savvy but inexperienced employees.

For addressing this important issue, it has been felt that Onboarding and Mentoring is an effective mechanism to provide Orientation, Nurturing, Better Understanding of Internal Culture and Employee Engagement for the newly recruited employees.

We are pleased to launch the Onboarding & Mentoring Program titled "PNB Navodaya". PNB Navodaya will facilitate the new employee to acquire the necessary knowledge, skills and behaviour to become effective organizational member. The program will also help to channelize these employees' energies towards Bank's development, with a view to transform them into brand ambassadors for the business growth and organizational goal.

Mentoring Process of 'PNB Navodaya' will initially include newly recruited Management Trainees and Technical Officers; the program shall be rolled over for all PNB parivar members later in phased manner.

Detailed workflow with Roles and Responsibilities at various levels is enclosed herewith.

All concerned are advised to note the above guidelines for compliance.

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पीएनबी नवोदय pnb navodaya



**Employee Onboarding & Mentoring Mechanism**

# **Punjab National Bank**

## **Human Resource Development Division**

### **PNB Navodaya (पीएनबी नवोदय)** (Employee On-Boarding & Mentoring Mechanism)

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## 1. Background

People Development' has been listed as the first colour of PNB Indradhanush for fulfillment of Bank's Vision 2018. For synergizing Bank's Business Vision with Human Capital Goals, a number of HR Initiatives have been envisaged. Towards fulfilling these key objectives, a number of key challenges have been identified and HR strategies are being formulated for addressing the same.

One such challenge is recruitment of highly aspiring, energetic, tech-savvy but inexperienced newcomers/employees. The challenge before the bank is to provide Orientation, nurturing, better understanding of internal culture, engagement and channelize these employees' energies towards Bank's development, with a view to transform them into brand ambassadors for the business growth and organizational goal.

On-Boarding of newly recruited employees, through grooming, handholding, upskilling and mentoring assumes immense importance. It will help to create the environment for new employees to acquire the necessary knowledge, skills and behaviour to become effective organizational members and insiders.

The initial days on the job for new employees are most critical to make them acquainted with organizational culture and become as productive as possible. PNB Navodaya 'On Boarding' process will help just-recruited employees to acclimatize to the new environment and it will ensure that new employees become productive and satisfied members of the Bank.

In the above background, PNB Navodaya program was envisaged on following two phases:

- ❑ Phase I: On-Boarding Mechanism for every new member of PNB Parivar.
- ❑ Phase II: Mentoring Mechanism for newly recruited MTs and Technical Officers.

### Program Objectives

Enrolling the new recruits into 'PNB Navodaya' Program with the following objectives:

- ❑ Induction of the new recruits.
- ❑ Cutting down on attrition rate.
- ❑ Introduction of Counseling and Guidance Mechanism for guiding the newly recruited officers through mentors.
- ❑ Development of better understanding of the organizational culture; becomes stronger and more focused.
- ❑ Upskilling and Career Progression

## 2. The On-Boarding Mechanism

PNB Navodaya program is based on the theory that what new employees learn in their first few weeks has long-term effects on their ability to tackle the challenges and responsibilities of today's faster-paced business environment. It covers matters related to Training, Scheduled Milestones, Guidance Program and Interactive Meetings.

### At Training Centre (First day/Week orientation activity):

- I. Training centre will ensure that the new employee feels welcome and valuable to the organization. For this purpose, a small presentation may be carried out on first day by the Head of the Training Center stating Bank's values and vision.
- II. Completion of joining formalities at Training Centre.
- III. Collection of all relevant Human Resources, Payroll and Benefits forms including application for creating Corporate email, hiring in HRMS, request for Knowledge Centre user creation, Gyanuday access etc.
- IV. Welcome Address by Senior Executive not below the Rank of General Manager/ Deputy General Manager to convey the Bank's brand value, Business Strategy, Professional Culture and Career Progression.
- V. Issuance of Welcome Kit containing welcome letter, HRMS generated temporary I-Card. Access to Knowledge Centre, HRMS Portal and Gyanuday within a time frame of 2 days.  
Welcome letter will contain general information regarding the Bank's vision & mission statement, values, goals, strategic objectives, organizational culture and Bank's basic products & services and basic do's & don'ts
- VI. The training program shall have entry and exit level test so that both can be compared. It will provide insights regarding the learning progress during the program.
- VII. Provision for Valediction Ceremony (which may consist contests e.g. Know Your Bank, reward/praise for toppers in evaluation process and provision for Refreshments etc.), to be attended by at least Corporate General Manager/Field General Manager/Deputy General Manager/Circle Head (Scale VI/V).

### At Circle/Divisional Office (After relieving from training centre for posting):

- I. Circle Head or Deputy Circle Head will interact with the employee before relieving them for the branch.
- II. Circle Office/Division will ensure that the new joinee gets his duties sheet within a time frame of 2 days.
- III. Circle Office/Division shall also facilitate the employee to get adjusted in the new environment.

### **3. The Mentoring Mechanism**

Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping employees to progress in their careers.

A mentor is a guide to help the mentee to find the right direction and to help them to develop solutions to career issues. Mentoring provides the mentee with an opportunity to think about career options and progress. Although the Circle Head may also acts as a mentor, a dedicated Mentor shall facilitate the Onboarding process smoothly and swiftly/actively.

The above mechanism is being elaborated in following points:

#### **□ 3.1 Selection of Mentors**

##### **Creation of Mentors pool**

Criteria for screening eligible candidates for mentoring are as follows (for the pilot phase):

- I. Officer in Scale III
- II. PAF Rating should be minimum 'Very Good' in previous two years
- III. Age should be below 55 Years
- IV. Service in Scale III cadre should be minimum 2 Years.
- V. For technical stream officers, a list of all Scale III officers working in similar stream and having minimum 3 years experience shall be prepared.

#### **□ 3.2 Matching Mentees to Mentors**

Circle/Divisional Head will choose a mentor for employee from available pool. For this process, a list of Scale III Officers who fulfill mentor selection criteria will be provided by HRDD HO to Circles/Divisions.

##### **Following consideration should be made before allocation of mentor to a mentee:**

- I. Mentor should not be from the same branch in which Mentee is working
- II. Geographical Area: A mentor should be from the same city if possible, otherwise nearby area.
- III. Nature of work allotted to Mentee: It should be ensured that Mentor-Mentee normally working in a similar field/work area or sharing similar experiences.
- IV. Mentor's traits: Following traits should be considered while assigning Mentor's job to an employee viz. Branch experience, past track record, interest in people development, empathetic, optimistic, communication skills and willing to be a mentor.
- V. The functionality to capture the details and to generate the MIS in HRMS shall be made available. Circle Office will update the Mentor assigned to mentee in PNB Parivar-HRMS.

### □ 3.3 Duration of Mentoring

Mentoring Mechanism for newly recruited Management Trainees and Technical Officers shall continue upto completion of their probation period.

### □ 3.4 Roles & Responsibilities

Mentor Mentee relationship should be based upon mutual trust and respect. The interaction will vary depending upon the issues being faced by the mentee.

#### **Roles and Responsibilities of the HO/FGMO/Circle/Divisional Office**

- ? AGM/CM at HRMD, Head Office will act as 'Program Administrator' for PNB Navodaya.
- ? AGM/CM at FGM Office looking after HR will be designated as 'Program Coordinator' for PNB Navodaya.
- ? In Circle/Divisional Office, AGM/Chief Manager looking after HR matters will be designated as 'Program Executor' for PNB Navodaya- Mentoring Process. The Program Executor will support the Mentee through periodical review and feedback provided by Mentor-Mentee.

#### **The Roles and Responsibilities of the Circle/Divisional office are as follows:**

- I. Assigning the mentor by considering the mechanism elaborated in point 3.2 'Matching Mentees to Mentors' above.
- II. Assigning of the Mentor to Mentees must be done simultaneously at the time of first posting of Mentee.
- III. Name of the Mentor to be mentioned in the relieving/posting letter itself.
- IV. Update the details of the Mentor assigned to Mentee in PNB Parivar-HRMS.
- V. Ensuring periodic updation of feedback in HRMS from Mentor/Mentee.
- VI. It is the responsibility of the Program Executor to ensure that the Mentee has continuity of mentoring support for the duration of the program.
- VII. If for any reason the initial mentoring arrangement does not work satisfactorily or transfer of Mentor/Mentee the Circle / Division Head may decide to allocate a new Mentor.

The Program Coordinator at FGM Office will be responsible for monitoring and implementation of the mentorship program in coordination with all Circle Program Executors.

The Program Administrator at HRMD, HO will monitor the implementation process.

## **Roles and Responsibilities of the Mentor**

The Mentor's primary focus should be on the professional development of his Mentee(s). As the Mentor-Mentee discussions that take place should be handled in confidence to enable the relationship with trust and support.

The Roles and responsibilities of the mentor are as follows:

- I. Keep Communication open. Mentor must talk to the Mentee(s) at least once in a week. Get to know mentee on individual basis.
- II. Convening periodic meetings with Mentee. Mentor and Mentee should meet at predetermined point of time i.e. within two weeks after getting the posting and thereafter at least once every month. The details of meetings shall be updated by mentor in the HRMS system.
- III. Respond to Mentee's queries, questions. Provide advice, support and guidance. Be truthful in evaluations but also be tactful.
- IV. Obtain feedback from his immediate Incharge/Branch Manager and Co-employee.
- V. Help mentee explore potential opportunities within the bank and set realistic professional development goals for the mentee.
- VI. Provide monthly feedback through PNB Parivar-HRMS.

## **Roles and responsibilities of the Mentee**

The Mentee shall have following roles in mentoring relationship:

- I. Have a clear understanding of the role of the Mentor as guide.
- II. Attend scheduled meetings with Mentor. Follow up on issues/agenda items emerged in the meeting.
- III. Be willing to discuss problems and impediments with the Mentor and exhibit aspiration to achieve professional excellence.
- IV. Achieve the professional development goals set by Mentor. Provide honest feedback and progress to the Mentor.
- V. Provide monthly feedback through PNB Parivar-HRMS.



## 4. Support Mechanisms

### ❑ 4.1 Training for Mentors

Training program shall be conducted for Mentors for role clarity and becoming a friend, philosopher and guide to the Mentee. For Mentors, the intention of the training is to build on the good practices of mentoring and to ensure all Mentors are operating at that same level.

Prior to beginning mentoring, all Mentors should attend a briefing session organized by Training Centers (online, on-location or at training centres) which may include the following:

- I. Basic communication skills (clarity, assertiveness, listening skills).
- II. Ways to interact with mentees (activities, problems mentors can help with) with a focus on the key aspects to developing successful mentoring partnerships.
- III. Bring Mentors together to share ideas and support.
- IV. Schedule regular opportunities for groups of mentors to come together to discuss common problems and to socialize.
- V. Feedback for refining the program.

Short guidelines regarding what to expect and what not to expect from mentors will be given to Mentees.

The ITC Faridabad will develop online program through PNB Gyanuday for the above stated purpose.

### **Post Onboarding/Mentoring Training:**

Refreshers Training shall be scheduled for Mentee on completion of 6 months (after relieving from training centre) in PNB Navodaya Program.

Based on the feedback received in PNB Parivar-HRMS, Top Performing Mentors shall be identified and invited into the training program.

Special recognition programs, such as a “Mentor-Mentee of the month/year” to honor mentors and mentees will also to be implemented during the training.

Feedbacks on the program will also be taken by LKMC through training centres during Post Onboarding Training.

### ❑ 4.2 Monitoring & Evaluation

Program Coordinator and Program Executor will be responsible for the implementation of the program.

**Following points to be ensured by Program Executor and monitored by Program Coordinator:**

- I. Updation of the mentor-mentee details in PNB Parivar-HRMS.
- II. Ensure monthly feedback updation in HRMS system from mentor and mentee.
- III. Analyzing the periodic feedback received from Mentor-Mentee.
- IV. Provide ongoing support, supervision and monitoring of mentoring relationships. Encourage mentors and mentees to talk openly and honestly.
- V. Circle/Divisional Head will interact with new recruits at least once in three months. It may be during their visit or a meeting may be convened at their office for this purpose.
- VI. GM/FGM may interact at least once in a year or on completion of the program, with these recruits for review and morale boosting.
- VII. Recognize the contributions of outstanding program participants.
- VIII. Use of Ongoing E-learning module through PNB Gyanodaya for assigning training programs to mentee based on feedbacks from mentor. The Coordinator/Program Executor shall escalate training needs received from mentors to ITC Faridabad.

**❑ 4.3 Periodic Assessment Feedback**

Program Executor and Program Coordinator will follow up and monitor the progress of feedbacks updation in PNB Parivar-HRMS from mentor and mentee.

These feedback questions shall be responded by the Mentor and Mentee in PNB Parivar-HRMS w.r.t. 5 available options viz. (1) poor, (2) fair, (3) good, (4) very good and (5) excellent. Summary of the feedback will be evaluated by the Coordinator and Program Executor.

Functionality will be created to capture details of the PNB Navodaya program in PNB Parivar-HRMS with following objectives:

- Matching Mentees to Mentors: Data Generation for mentors pool, recording of the Mentor-Mentee information
- Competency Mapping: Evaluating Employee Strengths and Developmental Areas
- Capturing training needs for Mentee from Mentor and availability of MIS for training.
- Capturing feedbacks from the Mentor and Mentee on monthly basis.
- Recording of remarks given by Mentor-Mentee.
- MIS for the Mentor-Mentee relationship evaluation.
- MIS for program evaluation.

Sample questions/feedback which shall be made available to Mentor and Mentee for giving periodic feedback through PNB Parivar-HRMS:

**For Mentor:**

1. Experience of mentorship that you have received.
2. Attitude of the Mentee.
3. Relationship with the Mentee.
4. Coordination from the Mentee.
5. Mentee's Awareness about Bank's Goals.
6. Meetings with Mentee(s) and outcome.
7. Adoption of work culture.
8. Responsiveness for accepting suggestions.
9. Outcome of the task assigned to Mentee..
10. Overall achievement of the temporary targets and tasks assigned.

Total Number of Meetings Held with Mentee with date: \_\_\_\_\_

Training needs for Mentee: 1. \_\_\_\_\_, 2. \_\_\_\_\_, 3. \_\_\_\_\_

Remarks, if any: \_\_\_\_\_

**For Mentee:**

1. Experience of mentorship that you have received.
2. Attitude of the Mentor.
3. Coordination from Mentor.
4. Job Satisfaction.
5. Mentor helped to understand in a new work culture and people surrounded.
6. Meetings with Mentor and outcome.
7. Assignment of tasks by Mentor and outcome.
8. Knowledge Transfer by Mentor.
9. Accessibility to reach Mentor.
10. Has mentor helped to achieve career benchmarks.

Total Number of Meetings Held with Mentor with date: \_\_\_\_\_

Remarks, if any: \_\_\_\_\_

## 5. Program Evaluation

Program Coordinator and Program Executor shall be responsible for monitoring the mentoring arrangements and should keep a record of the feedbacks received from Mentors and Mentees to ensure effective management, smooth initial pairings and any subsequent changes.

Coordinator shall make sure that all participants clearly understand the process and those relevant documents are maintained in a confidential file. These record and progress shall be checked during MARD Audit of the Circle.

Periodical message to recognize and congratulate mentors and reiterate their personal commitment to mentoring should be sent by HO/FGM/CO. They may also encourage mentors to tell the story of their involvement in programs and through their own initiative, along with success stories of their Mentee (s).

The program shall be reviewed by HO HRD in 3rd quarter of the next financial year (2016-17). After successful implementation, the mentoring process may be rolled over for all PNB Parivar Members.



