



**PUNJAB NATIONAL BANK
HUMAN RESOURCES DEVELOPMENT DIVISION
(PEOPLE DEVELOPMENT DEPARTMENT)
H O: 7, Bhikhaji Cama Place, New Delhi – 110 607**

Date: 09 March 2017

TO ALL OFFICES

HRDD CIRCULAR NO. 755

Reg: PNB Navodaya: Employee On-boarding and Mentoring Program

In terms of HRDD Circular No.740 dated 11.03.2016, the Onboarding & Mentoring Program titled “PNB Navodaya” was launched. To begin with, mentoring part of the program was introduced for newly recruited Management Trainees and Technical Officers.

On-Boarding of newly recruited employees, through grooming, handholding, upskilling and mentoring will help to create the environment for new employees to acquire the necessary knowledge, skills and behavior to become effective organizational members. Mentoring is a powerful personal development and empowerment tool. A mentor is a guide to help the mentee to find the right direction and develop solutions to career issues.

Based on suggestions, feedbacks and experience, a need is felt to fine tune the scheme, the Mentorship Program was reviewed and it has been decided to introduce modifications in the program as under:

- The Navodaya Mentorship Program has now been extended to all newly recruited employees in clerical cadre, all newly promoted officers upto Scale IV, 1st time Branch Head and to Technical Officers on joining mainstream.
- ZM/CH/Divisional Head has been given discretion to assign Mentor to the Management Trainees & Technical Officers Mentees, if Mentors with existing prerequisites not available.
- The mentor once assigned to mentee need not normally be changed even on transfer to other place as the bonding once established between the Mentor-Mentee should not be disturbed.
- Personal meetings of Mentor-Mentee has now been made optional for Mentors-Mentees posted far away from each other. However, they have to interact at regular intervals through various means of communication channels available.
- Submission of Mentor-Mentee Feedback periodicity in HRMS has been changed to once in 2 months.

The detailed changes made in the Program is annexed for meticulous compliance.

**(Punit Jain)
General Manager**



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Annexure to HRDD Cir. No 755 dt. 09-Mar-2017

The existing & revised guidelines of PNB Navodaya Mentorship Program:

S.N	Process	Existing guidelines	Revised Guidelines
1.	Selection of Mentees	Newly recruited Management Trainees and Technical Officers.	<ul style="list-style-type: none"> • All newly recruited Management Trainees, Technical Officers. • All newly recruited clerical cadre employees. • All officers in JMG/MMG/SMG-IV; in case of Promotion, Stream Change (technical to main stream banking) and 1st time Branch Head.
2.1	Selection of Mentor	<u>For Management Trainees:</u> <ul style="list-style-type: none"> • Officer in Scale III • PAF rating –Minimum ‘Very Good’ in previous two years • Age below 55 years • Min of 2 years Service in Scale III 	<u>For Management Trainees:</u> <ul style="list-style-type: none"> • Officer in Scale III • PAF rating –Minimum ‘Very Good’ in previous two years • Age below 55 years • Min of 2 years Service in Scale III • Mentor should not be from the same branch in which Mentee is working. • Ideally one Mentor should not to be assigned more than 2 Mentees. • ZM/CH/Divisional Head may use their prudence to assign Mentor to the Mentees if Mentors with above prerequisites are not available.
2.2		<u>For Technical Officers:</u> <ul style="list-style-type: none"> • Scale III Officers working in same Technical stream. • Minimum 3 years of experience. (or) • Scale III Officers with same Technical Background who opted mainstream banking. (or) • CM/AGM at CO/ZO handling respective department. (or) • Branch Head-Scale III with large Agriculture portfolio in case of Agriculture Officers. 	<u>For Technical Officers:</u> <ul style="list-style-type: none"> • Scale III Officers working in same Technical stream. • Minimum 3 years of experience. (or) • Scale III Officers with same Technical Background who opted for mainstream banking. (or) • CM/AGM at CO/ZO handling respective department. (or) • Branch Head-Scale III with large Agriculture portfolio in case of Agriculture Officers.



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S.N	Process	Existing guidelines	Revised Guidelines	
	Selection of Mentor		<ul style="list-style-type: none"> • Mentor should not be from the same branch in which Mentee is working. • Ideally one Mentor should not to be assigned more than 2 Mentees. • ZM/CH/Divisional Head may use their prudence to assign Mentor to the Mentees if Mentors with above prerequisites are not available 	
2.3		<u>For Officers in JMG/MMG/SMG-IV cadre who have been Promoted, Changed their Stream or 1st time Branch Head:</u> <p style="text-align: center;">-Nil-</p>	<u>For Officers in JMG/MMG/SMG-IV cadre who have been Promoted, Changed their Stream or 1st time Branch Head:</u> <ul style="list-style-type: none"> •Mentor one scale higher of mentee e.g. for Scale III mentee, a Scale IV mentor should be assigned. • Mentor should not be from the same branch in which Mentee is working. •PAF rating –Minimum ‘Very Good’ in previous two years. 	
2.4		<u>For newly recruited Clerical Employee:</u> <p style="text-align: center;">-Nil-</p>	<u>For newly recruited Clerical Employee:</u> <ul style="list-style-type: none"> •Officer in Scale II & Scale III. •Not posted in same branch but Working in nearby branch. •PAF rating –Minimum ‘Very Good’ in previous two years. •Minimum of 2 years service in General Banking. 	
3.	Authority to match Mentee and Mentor	<u>For Management Trainees & Technical Officers:</u> <ul style="list-style-type: none"> • Circle/Divisional Head select mentors for mentees, who fulfills the criteria. 	Mentees JMG/MMG Officers (Newly Joined or Promoted/ Stream Change/ 1 st time Branch Head) Officers in SMG-IV cadre (Promoted/ Stream Change/ 1 st time Branch Head): Employees in Clerical cadre:	Authority to Assign Mentors Circle/Divisional Head. Zonal Manager/General Manager of respective Division Program Executor (AGM/CM looking after HR in Circle Office)



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4.	Duration of Mentoring	<p><u>For newly recruited MTs & Technical Officers:</u></p> <ul style="list-style-type: none"> Upto completion of their probation period. 	<p><u>For newly recruited MTs & Technical Officers:</u></p> <ul style="list-style-type: none"> Upto completion of their probation period. <p><u>For newly recruited employees in Clerical Cadre:</u></p> <ul style="list-style-type: none"> 1 Year from the date of joining at respective Circle. <p><u>For other officers:</u></p> <ul style="list-style-type: none"> 1 Year from the date of promotion 1 Year from the date of joining at new place after Stream change 1 Year from the date of joining as Branch Head (1st time Branch Head)
5.	Feedback submission by Mentor-Mentee	<ul style="list-style-type: none"> Monthly Feedback is being submitted by Mentors & Mentees in HRMS. 	<ul style="list-style-type: none"> Feedback periodicity has been changed to once in every two months through HRMS. MTs & Technical Officers should submit their feedback in the odd months of the calendar (i.e. Jan, Mar, May, Jul, Sep, Nov) Feedback from Clerical employees & all other Officers is to be submitted in the even months of the Calendar (i.e. Feb, Apr, Jun, Aug, Oct, Dec) Functionality for submitting feedback has been made available in HRMS, the navigation to access the same is:- Main Menu → Employee Self Service → PNB Navodaya → Feedback Mentor/Mentee
6.	Mentor-Mentee personal Meetings	<ul style="list-style-type: none"> Mentor-Mentees were advised for periodic meetings i.e within two weeks after getting the posting and thereafter at least once every month. 	<ul style="list-style-type: none"> Personal meetings are made optional for Mentors-Mentees posted far away from each other. However Program Coordinator & Program Executor at ZO and CO may arrange for a meeting once in 6 weeks, for small group of Mentors-Mentees. Further, Mentor-Mentee have to interact at regular intervals through various means of communication channels available i.e through the Zone-wise Whatsapp group etc.



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7.	Change in Mentor	<ul style="list-style-type: none">• New Mentor is assigned to a Mentee as and when the previous Mentor is transferred from the Circle.	<ul style="list-style-type: none">• Mentor once assigned will not be changed as and when a Mentor/Mentee gets transferred from a Circle as bonding once established between the Mentor-Mentee should not be disturbed.• The Mentor will be changed only in extreme cases, where the Mentor has been relieved from service/marked inactive in HRMS or if a Mentor/Mentee request for change of Mentor/Mentee is accepted by the authority not below the assigning authority.
8.	MIS Reports	<ul style="list-style-type: none">• No option at field level for viewing feedbacks & training requirements submitted by Mentor-Mentee. The same was being provided by HRDD, HO through email.	<ul style="list-style-type: none">• Functionality to Mentor-Mentee related MIS has now been made available at CO/ZO level. The HRMS navigations are as follows:• Navigation to extract list of Mentor-Mentee: Main Menu→Manager Self Service→PNB Navodaya→Mentor Mentee List• Navigation to extract pending feedback submissions and feedback submitted by Mentor-Mentees: Main Menu→Manager Self Service→PNB Navodaya→ Feedback Report
