



## **MENTORSHIP SCHEME IN ALIMCO**

### **1.0 INTRODUCTION**

- 1.1 Artificial Limbs Manufacturing Corporation of India (ALIMCO) is a Schedule 'C' Miniratna Category II Central Public Sector Enterprises, registered under Section 8 (Not for Profit motive) of the Companies Act 2013, is functioning under the Administrative Control of Ministry of Social Justice & Empowerment, Department of Empowerment of Persons with Disabilities. Its objective of benefiting the persons with disability to the maximum extent possible by manufacturing Rehabilitation Aids for persons with disabilities and by promoting, encouraging and developing the availability, use, supply and distribution of Artificial Limbs and other Rehabilitation Aids to the disabled persons of the country . ALIMCO has embarked upon a Modernization Plan which shall add to the present capacities, imbibe new technologies and shall traverse a growth trajectory in the years to come. With the onset on Modernization Plan, new entrants shall be joining the organization in both executive and non-executive cadres.
- 1.2 This Mentoring Scheme shall guide and direct the new entrants through designated mentors who shall act as Friend, Philosopher and Guide the new entrants during their vital and formative years in the organization.
- 1.3 The mentors to be designated shall be experienced executives in the organization who act as friend, philosopher and guide and integrate the new joiners with the systems and values of the organization and also counsel the young executives on a regular basis.

### **2 OBJECTIVES OF MENTORING SYSTEM IN ALIMCO**

- 2.1 To remove apprehensions and difficulties faced by a newly joined executive in the organization and to be included in ALIMCO team seamlessly.
- 2.2 To enable the newly joined executives to assimilate and adapt to the culture and environment of the organization.
- 2.3 To provide mentor-mentee the opportunity to develop a mentoring relationship that will further strengthen and inspire personal and professional success.

- 2.4 To provide mentees the opportunity to gain broader perspectives about the organization, inculcate its values & norms to match expectations & acceptable behavior.
- 2.5 To provide useful guidance to mentees to enable them to carve out a career path for themselves.
- 2.6 To assimilate them into ALIMCO systems and practices quickly in order to enable them to contribute effectively and optimally utilize their potential.
- 2.7 To enhance self confidence in the mentees and make them feel proud of ALIMCO.

### **3.0 MENTOR**

- 3.1 Mentor is a fairly senior level person (preferably at the level of E-4 & above) who has given substantial number of years of experience in ALIMCO and who is well versed with the working environment, systems & practices of the organization.
- 3.2 An executive who is having good performance track record and demonstrating a positive outlook should preferably be considered as mentor.
- 3.3 A mentor may be from the same function or other function and it is not necessary to have any reporting relationship with the mentee.
- 3.4 Role of a mentor:
  - i. The role of the Mentor is to be a professional role model providing guidance for the Mentee to achieve their professional and personal goals.
  - ii. The best Mentors are successful people whose joy for work and life is transferable and inspiring to those around them.
- 3.5 Ideal Characteristics of a mentor:
  - (i) A good human being.
  - (ii) A good performer in his area of responsibilities.
  - (iii) Demonstrates interest and ability to facilitate growth of others.
  - (iv) A person with 'empathy' & 'sensitivity' towards others.
  - (v) Capacity to guide the new joinees- executive or non-executive in various aspects of working life and personal life.
  - (vi) Willing to invest some time and energy with the mentees; should also be a proactive listener.
  - (vii) Maintain open communication and accessibility.
- 3.6 Responsibilities of a mentor:
  - (i) The mentor is required to keep close contact with the mentee and facilitate seamless inclusion of the mentee in TEAM ALIMCO.
  - (ii) He/ She is required to invest time and mix up with the mentee and look after his professional as well as personnel concerns through patient listening, citing his examples and guiding the mentee to add value to his personality.
  - (iii) Share candid concerns and feedback to support mentee's growth, act as a conduit between the mentee and the corporation for genuine concerns.
  - (iv) Counsel mentee on the culture and values of the organization.

- (v) Assist mentee in treading career path by providing direction and opportunity for challenging assignments to benefit the mentee.
- (vi) Share information, experiences, successes and failures to serve as a guide to mentee.

#### **4.0 MENTEE**

- 4.1 Mentee is a person who has either joined corporation recently or any other person – both executive or non-executive who is with the corporation for last 2 years.
- 4.2 Role of a mentee: The role of the Mentee is to be proactive in his/her own personal and professional development with the support, guidance and encouragement of the mentor.
- 4.3 Responsibilities of a mentee:
  - (i) Share and believe in the goals and objectives of the Mentoring Scheme.
  - (ii) Should always complete the assigned project, if any, taking help of the mentor.
  - (iii) Establish relationship with the mentor when once P&A department assigns a mentor to the mentees.
  - (iv) Understand mentor's role is to guide and support; but appreciate the fact that mentor has no role in his official work assigned to him by his reporting officer.
  - (v) Develop career goals and discuss plans for its achievement with the mentors.
  - (vi) Mentee should always be in regular contact with his/her mentor and try to extract sufficiently from the experience of his mentor.
  - (vii) Demonstrate commitment by following through with the guidance and counsel of mentor.
  - (viii) Maintain open communication /accessibility.

#### **5.0 PROCESS TO BE FOLLOWED**

##### **5.1 Identification:**

- (i) P&A department shall prepare a list of executives & non-executives creating a 'pool of mentors' based on experience and exposure of the proposed mentors. P&A department shall seek voluntary nominations from the interested executives & non-executives.
- (ii) For new entrants within last 2 years and new executive/non-executive joining the corporation, P&A department shall allocate two mentors once the induction program is over, for a period of next 8 years.
- (iii) Give mentees 10-15 days time to interact with the mentors and assign a mentor of their preference from amongst two mentors assigned.

##### **5.2 Orientation:**

- (i) P&A dept would be then arrange for providing orientation to the mentors & mentees and bringing them together to establish the relationship.
- (ii) P&A department would then explain the Mentorship Scheme and about their roles & responsibilities of mentors and mentees.

- (iii) The HOD of the department where the mentee has been inducted shall then be appraised of the Mentor given to new entrant.
- (iv) After the training program, mentors should be attached to the mentees.
- (v) After attachment of mentees with their respective mentors through appropriate orientation, the mentors & mentees should meet the Head of the unit/region and all HODS.

### **5.3 Nurturing:**

- (i) Fix a day for mentor-mentee meeting at least once in a month.
- (ii) Mentees can take the help of mentor in completing the project assigned to them.
- (iii) Encourage mentor-mentee teams to participate in various events, sharing ideas, competitions, cultural programs etc.
- (iv) The nominated P&A executive shall organize interactions of mentors & mentees with the respective HODs at HQs and Location In charge or nominated by him at other locations with a view to further nurturing & sustaining the relationship.

### **5.4 Recognition:**

- (i) Mentor's day may be celebrated on 5th September every year, wherein a gathering of all the mentors & mentees along with the Head of unit/location may be ensured.
- (ii) Recognition letter to Mentors duly signed by head of the corporation should be given to all the new mentors.
- (iii) The mentor can reflect mentoring in his ACR as long as he has mentees.
- (iv) Experiences and success stories can be shared through in-house journals / Intranet.

### **5.5 Sustenance:**

- (i) P&A executive would nurture & sustain mentor- mentee relationship through continuous intervention during the first year of relationship.
- (ii) After one year, the mentors & mentees would sustain the relationship themselves.
- (iii) The respective nominated P&A executive, as part of KRA & performance appraisal would ensure smooth running of the mentoring system in the organization.
- (iv) The role performed by the mentor may be mentioned by the mentor as part of his KPAs against ACR and suitable measures & weightage can be assigned for the same by the reporting officer.

## **6. ROLE OF P&A DEPT AS A FACILITATOR**

- 6.1 Selection of mentors from amongst the executives who have expressed their Interest or otherwise in becoming a mentor.
- 6.2 Create Mentor's Pool of interested & qualified mentor candidates
- 6.3 Networking event - Allow potential mentors & mentees to meet before making a final selection in a formal get-together.

- 6.4 Make a schedule or fix a day for mentor-mentee meeting every month (like 2nd Saturday).
- 6.5 Sharing of learning by mentor & mentee both once a year.
- 6.7 Form mentor-mentee teams for competitions
- 6.8 Share mentoring success stories / learning in journal / newsletter /intranet etc.
- 6.9 E- mentoring can be practiced when mentor-mentee are away due to workplace distance / transfer or any other reason.
- 6.10 P&A executive to keep mailing latest trends & information about mentoring to mentor-mentee, successful stories, develop an online mentoring forum
- 6.11 Encourage mentors to allot enough time for mentoring, encourage seniors to view that the time mentor-mentee spend on mentoring is important.
- 6.12 Mentor may invite mentee for dinner with informal meetings .Expense to be borne by corporation.
- 6.13 The mentoring training which is mandatory for mentors as well as mentees can be conducted by an internal or external faculty. The standardized mentoring manual and presentation should be used to impart training. Clarify the roles, expectations, benefits of the mentoring system during the training.

## 7.0 **SUGGESTED AGENDA FOR MEETING**

- 7.1 The suggested agenda for the very first two meetings is designed to create a climate that will help produce a successful and lasting mentor/mentee relationship.

### **Meeting # 1:**

- Getting to know each other
- Clarify expectations from both sides (objectives, roles, process, etc.)
- Determine the frequency of the meetings and set up the next meeting

### **Meeting # 2:**

- Explore possible career topics and questions
- Help the mentee to set clear career objectives
- Identify possible action plans

## **7.2 Additional suggested topics:**

- i. Discuss mentees and mentor's interests and expectations, e.g. Profile Questionnaire.
- ii. Explore mentee's career interests and goals.
- iii. Explore jobs, functions, and roles that mentee would enjoy.
- iv. Explore mentees environmental preferences.
- v. Explore the mentee's consideration for balance among personal /family, community and corporate success.
- vi. Explore and discuss mentor's expectations and constraints.

- vii. Develop a working agreement.
- viii. Explore mentee's job assignments, skills, job functions, achievements, successes, concerns, failures, and obstacles.
- ix. Explore mentee's challenges in the development toward career interests and goals.
- x. Explore the influence of the functional group, managerial, and corporate perspectives on the mentee's performance.
- xi. Explore and discuss the "best choice" for mentee.
- xii. Counsel mentee on supportive training and education programs.
- xiii. Counsel Mentee on the organizational culture, framework and expected behaviours.
- xiv. Counsel Mentee on the essentials of networking.
- xv. Explore and discuss mentee's current issues, ideas and experience.
- xvi. Mutual evaluation and review of the mentor-mentee relationship. Mutually develop/review future course of direction and plan of action.
- xvii. Provide mentee with support, information, and guidance on business and personal issues/concern created by the changing business environment.
- xviii. Provide mentee with opportunities for exposure and challenge.
- xix. Meet with other mentors and mentees to share ideas and insights about the program.

## **8.0 SEVERANCE OF MENTOR-MENTEE RELATIONSHIP**

- 8.1 Mentoring is a long term relationship and sustenance of the relationship primarily rests with the mentors & the mentees.
- 8.2 As the relationship is basically intended to socialize, assimilate and build confidence in the new employees to the organization. Mentor and mentee may sever the relationship, not before a period of 08 year, once it is felt that the relationship is no more felt necessary and the Mentee has adopted to the Corporate environment comfortably.

## **9.0 GENERAL GUIDELINES**

- 9.1 Mentorship will be a part of an induction process for new joining and does not entail any monetary reward or benefits.
- 9.2 In the event of transfer of a mentor from one location to another, the concerned P&A executive would inform the new location about the status of mentor. This is with view to avail the expertise in the new location.
- 9.3 In spite of transfer of mentor or mentee to different locations, relationship could still be continued by various means of communication through online platform like Team meeting/Web-ex meeting /Zoom etc.

- 9.4 The amendment / modification in the Mentorship System at any time shall be undertaken with the approval of C&MD.
- 9.5 Mentoring can be one of the most valuable and effective development opportunities an organization can offer to new employees. Having the guidance encouragement, and support of a trusted and experienced mentor can provide a mentee with a broad range of personal and professional benefits, which ultimately lead to improved performance in the workplace.
- 9.6 In the present scenario, there is an even greater need for mentorship in public services. The work environment for public servants is becoming increasingly challenging and expectations to perform from both the organization and public from public servants are ever increasing. Formal training processes to do extensively to equip public servants to professionally perform in their roles however, in order to achieve true excellence in public service, over years in a sustained manner, mentorship can play a crucial role.
- 9.7 Composition: The mentors and mentees may be from the same PSU. This will make the mentors more relatable to the mentees and enable more precise guidance.
- 9.8 Period of mentorship scheme: The mentorship scheme must necessarily be for the first eight years after joining service and, if possible, may be for throughout the career of an employee. The first few years are the formative years when young employees have difficulties traversing the new environment and need all the support and guidance for successfully transition into their new roles and to transform or mould them to embody the highest values of the organization they serve so that they become assets to the organization.
- 9.9 Panel of Mentors: The PSU may prepare a panel of mentors initially. The selection has to be carefully made from all the senior batches. Only such officers who have the capability to be mentors may be selected. They should be role models for professional excellence, integrity, impeccable conduct and should exhibit inspirational leadership qualities in their professional roles. The selection can be made by a suitable Committee that verifies service records of the mentor, their professional achievements, 360 degree feedback on their conduct, integrity and public reputation. An orientation course for a day may be conducted via virtual platform for the mentors on the design and expectations from the mentoring scheme and their role as mentors in contributing towards strengthening future of their organization. Such selected mentors may also be given gender sensitization exposure with respect to their specific role as mentors.
- 9.10 Mentor- Mentee Scheme: After a series of initial interactions between a pool of mentees and a pool of mentors options may be taken from both mentors and mentees on their selection of mentees and mentors respectively. The mentee must give a choice of mentor within two years of entering government employment. One mentor can have more than one mentee. Keeping in view the choices exercised and also with a view

to balance any parochial choices and workload of mentors, the PSU may allocate mentees to suitable mentors with mutual consent of mentor and mentee.

- 9.11 Mentor should initially get to know the mentee well and be accessible informally for interaction with them. The mentee should feel comfortable in approaching them for consultation. While mentor will be in a position to give extensive guidance, he/she should also be a good listener and understand how the mentee is doing professionally, if there are any workplace difficulties and also if mentee is going through some personal difficulties which may impact his professional performance. Being-a -good listener and observing behavior of mentee will allow mentor to better guide the mentee.
- 9.12 Mentor should be in regular touch with the mentee either telephonically, via virtual platform or in-person meetings over a cup of tea. The frequency of interaction may be once a month.
- 9.13 Mentor may socialize with the mentee by hosting a family lunch or dinner once or twice in the year. A limited hospitality expense of the mentor may be reimbursed.
- 9.14 Mentor may apart from oral guidance and feedback also write personalized letters/e-mails on one or two occasions during the year to his mentee. The letters may have a friendly and positive tone and highlight some issues needing correction without sounding offensive and encourage the mentee to perfume better professionally.
- 9.15 Mentor may also take a feedback from the immediate supervisory officer of the mentee on how the mentee is performing, whether he/she has the right professional attitude towards work, areas needing more focus and any identified shortcomings.
- 9.16 Mentor should make an effort to share his professional experiences and learning during interactions with mentee & try to transfer his professional knowledge and skill sets, impart positive attitude towards public service, emphasize on importance of integrity and financial propriety and manner of proper conduct by mentees in society.
- 9.17 Mentor is not expected to intervene in professional matters on behalf of the mentee and also not make recommendations on transfers or postings of the mentee. A mentor is to have an informal relationship as a 'friend, philosopher and guide. Mentors are not to be forceful in their approach. They must be respectful and not tend to curb the enthusiasm, innovation and sincere initiatives of mentees. It may be borne in mind that despite their best efforts not all mentees would be receptive enough to moulding.
- 9.18 Mentors may also use the opportunity to understand points of view, new approaches and innovations that mentees may have. Youngsters may often be more innovative and have a new way of looking at things. This may give a new perspective to mentors also.



9.19 Feedback, Change of mentor- mentee allocation and Exit: The evaluation and feedback should normally be informal say for example during service week, over phone calls etc. The history sheet of mentors-mentees may be recorded, for any future reference. The mentor-mentee association between any two employees, if not specifically changed, by would be assumed to continue by default. Mentors as well as mentees have the liberty to exit the scheme with the approval of competent authority.

**RECORD OF REVISIONS**

<b>Section-Clause No.</b>	<b>Revision No.</b>	<b>Revision Date</b>	<b>Amendment Details</b>
01-Record of Revisions	0		HR Policy Manual Updation
<b>PREPARED BY</b>	<b>REVIEWED BY</b>	<b>APPROVED BY</b>	
<b>S K BHAGAT Manager(P&amp;A)</b>	<b>ATUL RUSTAGI GM(F&amp;A)</b>	<b>D. R .SARIN CMD</b>	