

दिल्ली ट्रांसको लिमिटेड

(राष्ट्रिय क्षेत्र दिल्ली सरकार का उपक्रम)  
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No. F.DTL/108/43/08-HR(Policy)/ 18

Date: 13-04-2009

**CIRCULAR**

**Subject: System of Mentoring in DTL.**

In order to evolve a system of building commitment from the day of induction of executives, the "System of Mentoring in DTL" has been approved by the Board of Directors in its meeting held on 25.3.2009 vide Resolution No.40.4.1.

Accordingly, the policy for "System of Mentoring in DTL" is enclosed herewith for information, guidance and necessary action by all concerned.

Encl: As stated.

(R.K.VERMA)  
ASSTT.MANAGER(HR-POLICY)

Copy to:

1. EO to CMD.
2. PS to Dir(HR)/Dir(Opr.)/Dir(Fin.).
3. All GMs/DGMs.
4. All Departmental/Sectional Heads.
5. Mgr.(IT) - with request to upload on DTL website.
6. Office order folder of HR-Policy Section.

AM(IT)

## **System of Mentoring in DTL**

### **1.0 INTRODUCTION:**

DTL has over a period of time created an excellent performance culture in the organization. Executives play a very important role in creating performance culture. Organization needs to continue to harness this role of executives for meeting the challenges in future. For this purpose, a system of building commitment right from the day of induction of executives in the organization is considered essential.

A system of MENTORING the newly inducted executives is one of the useful methods employed by good organizations for bringing performance orientation and commitment from the day of joining. DTL has also adopted mentoring as a system of commitment building amongst executives, especially fresh recruits.

### **2.0 MENTORING:**

- 2.1 Mentoring is a process whereby a senior person in the organization takes under his wings his junior colleagues and offers them wisdom, expertise, values etc. for moulding the juniors in an effective way.
- 2.2 This involves socialization, acclimatization to the organization's culture in the formative years of the person joining the company.

### **3.0 OBJECTIVES OF MENTORING :**

- 3.1 To create an environment of socialization in the organization for new entrants.
- 3.2 To look after and care for the new entrant during the initial years of career in DTL and provide useful guidance.
- 3.3 To remove apprehensions and resolve difficulties faced by the new entrant in an un-chartered atmosphere, from his point of view.
- 3.4 To enable the new entrant to assimilate and adapt to the organizational culture and environment.
- 3.5 To provide a companion who could be a friend, philosopher and guide to the new entrant till he feels the necessity.
- 3.6 For building performance culture and carry forward organizational strength for the future generation.
- 3.7 To prepare sub-ordinate employees for taking up senior level position & responsibilities in due course of time on promotion.

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**4.0 MENTOR:**

- 4.1 Mentor is a fairly senior person, (preferably at the level of DGM or GM) who has served substantial number of years of service in DTL and who is well versed with the working environment of the organization.
- 4.2 Some of the attributes a person should possess in order to become mentor are: -
- 4.3 A very positive outlook and good human being;
- 4.4 A good performer in his functional area;
- 4.5 Superior as a role model for technical expertise, problem solving attitude, managerial effectiveness etc.;
- 4.6 "Empathy" i.e. who can understand the needs and the necessities of a new entrant;
- 4.7 Capacity to guide the new entrants in various aspects of working life and personal life of the new entrant;
- 4.8 Willing to invest some time and energy with the new entrant.
- 4.9 Committed to guard systems degeneration and hence consciously makes efforts to sustain good systems in the organization;
- 4.10 Sensitive to the boundaries to be drawn in the mentor-mentee relationship;
- 4.11 Conscious of what are the consequences of mentor-mentee relationship.

**5.0 MENTEE:**

- 5.1 Mentee is a person who is a new entrant in the organization.
- 5.2 The concept of mentee can also be extended to new entrants in executive cadre (Group A) from supervisory cadre (Group B) where there is a transformation of role and responsibilities.

**6.0 SYSTEM OF MENTORING :**

- 6.1 **Mentors**, are identified in each department by Training department in consultation with Head of the department, based on the attributes indicated above, for training on the basis of 1:2 or 1:3 of mentor-mentee ratio.
- 6.2 The Training department would be the nodal agency for identification, conducting of training programmes for mentors and mentees and then bringing together identified mentors and mentees.
- 6.3 Training Department would nurture and sustain mentor-mentee relationship through continuous intervention during the first year of the relationship.
- 6.4 After one year, the mentors – mentee, would sustain the relationship themselves.
- 6.5 The Training Department would obtain annual informal feed back of the sustained relationship.

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7.0 **PROCESS OF NURTURING AND SUSTENANCE IN THE FIRST YEAR:**

- 7.1 Training Department would facilitate **interaction** of the new recruits with all the HODs immediately after posting of the new recruits for on the job training. This is for the **purpose of creating an environment of socialization** and hence could be done in an evening get together.
- 7.2 After the mentor-mentee training, **monthly review** is done by the training department with respect to relationship being nurtured and sustained by the mentor-mentee. Difficulties, if any, would be sorted out.
- 7.3 A **daily diary** shall be maintained by the mentee for noting down his interaction with the mentor. Initiative rests with the mentee for interaction. The **mentee** should compulsorily **meet the mentor at least once a week initially**.
- 7.4 Interaction by respective functional Director with mentors and mentees **once in a quarter** through a small get-together for encouraging the process.
- 7.5 **Half yearly get-together** of mentors and mentees with GM (Admn) and HODs may be organized where GM (Admn.) would informally review the progress.
- 7.6 At the end of one year, annual gathering of mentor-mentee may be organised to **celebrate it as "mentors' day"**.
- 7.7 As the relationship borders on the 'Guru-Shishya' concept, **celebration of mentors' day** may be most apt on **5th. September** every year with adequate initiative of mentees. (The day on which the birth anniversary of late Dr.S. Radha Krishnan is celebrated)

8.0 **SUSTENANCE OF MENTORING:**

- 8.1 A "**mentors club**" could be formed to provide forum to mentors for exchange of progress, concerns, views and difficulties etc., for mutual benefit with a view to make the system more effective.
- 8.2 In annual celebration of mentors' day Director (HR) may **identify, appreciate and suitably reward the best mentor(s)**.
- 8.3 An **exclusive identity in the form of mentor badge** could be given to the members of mentor's club.
- 8.4 Efforts made by the mentor in grooming the mentee should be taken as efforts in performance of his duties and responsibilities.

9.0 **SEVERANCE OF MENTOR-MENTEE RELATIONSHIP:**

- 9.1 Mentoring is a long-term relationship and sustenance of the relationship primarily rests with the mentor-mentee.

9.2 As the relationship is basically intended to socialize, assimilate and build confidence in the new entrant to the organization, mentor and mentee may sever the relationship once it is felt that the relationship is no more felt necessary.

10.0 **GENERAL:** -

10.1 Participation as a mentor in the mentoring process does not entail any monetary rewards or benefits.

10.2 In the event of transfer of any mentor from one location to another, Training Department would inform the new location about his status as a "mentor". This is with a view to avail expertise in new location.

10.3 In spite of transfer of mentor or mentee to different locations, relationship could still be continued by various means of communications. This is purely up to the mentor and mentee.

10.4 In case any new recruits could not attend mentor-mentee training, the concerned executive in Training Department would suitably orient the new recruit to the System and identify a mentor and establish the relationship.

10.5 Every new recruit should have a suitable mentor by the time he is regularized. Training Department should ensure this.

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