



A summary of
THE GUARDIANSHIP PROGRAMME
booklet

GUARDIANSHIP PROGRAMME - Summary of the Booklet

The 'Professional Guardianship Programme' is dedicated to the process of well directed development of younger officers. The concept of 'Guardianship' is built on the family culture of our organisation. The programme is a sincere move in the direction of evolving this family culture in a more organised and meaningful manner.

The concept of 'Professional Guardianship' does not imply replacement of the existing structural relationships to be found in the work environment. It is an additional and complimentary dimension in our work environment to satisfy the needs of the "beings" of individual officers and the needs of the institution for capability development. It is a conscious superimposition of the limitless "being to being" relationship over the limited office relationship.

The Guardianship Programme, in addition to its various other dimensions, aims at developing the future capabilities of the organisation by influencing attitudes, beliefs and values of its people.

The Guardianship Programme involves the participation of a substantial number of eligible officers through the cross section of the organisation for future management and leadership. It entails creation of a group of people (Guardians) who share concern for the growth and development of our younger generation.

Through the process of the Programme, the Guardian enfoldes in his care and custody a group of members to continuously enhance their capabilities, so that their potentials are unfolded.

The Objectives of the Guardianship Programme are broadly summarised as follows:

- Making the Officer experience his 'Being' and the meaning of 'Being'
- Enhancing and enlarging the capability of the Officer - making him a better quality source, organised being, marketing person and developing in him the ability to have quality relationships and a full sense of commitment.
- Identifying and integrating the Officer with the organisation, its culture, value system, goals, objectives and purpose, and creating a positive and enduring relationship with BCC.

- Helping and guiding the Officer to realise his potential by providing him opportunities and making him experience the full scope and richness of the job and assignment.
- Creating a balance in the expectation and ambitions of the Officer and the need and the pace of the organisation.
- Developing creative and entrepreneurial qualities in the Officer.
- Motivating the Officer, infusing his energy with quality and helping the Officer in the release of his energy in a positive direction for meaningful work.

The Guardianship Programme places the Guardian at the centre of the structure. The Guardian is a source for adding breadth to the skills and experience within the organisation and creating an ethos of personal qualities which give BCC the winning edge. The Guardian is both the contributor and the catalyst. A real Guardian has a high sense of belonging to the organisation and is personified by the capabilities which in our context comprise of numerous elements, such as:

- o Commitment
- o Marketing and selling skills
- o Leadership
- o Skills and competence
- o Belief in life values
- o Etc.

The success of the Programme equally rests with the participating officers.

To derive a maximum benefit of the Programme the Officer is anticipated to show a positive disposition to learning and favourable attitude to the Guardian as a part of his commitment to the organisation.

ACTION PROGRAMME:

The process of implementation of the Programme primarily comprises of the following:

ORGANISATION

Region/H.O.

- The main responsibility for coordinating the Programme rests with the Regional/Head Office Management and Dynamics Committee.
- To provide desired support, counselling and also generally monitor the progress relative to individual officers, the Regional/Head Office Management and Dynamics Committee will be assisted by a Regional Coordinator.

C.S.O.

- At CSO level the respective Executives Incharge of Support Centres would oversee the progress in their areas.
- A Central Coordination Group for the Guardianship Programme (CCGGP) consisting of representation both from C.S.O. and Locations will be constituted to provide the overall coordination for the implementation, sustenance and monitoring of the Programme throughout the Bank.

IDENTIFICATION/SELECTION

Guardians:

The Regional/Head Office Management and Dynamics Committee will identify a core of potential Guardians and provide the list to the Executive Incharge at Support Centre, who after his own agreement to the list will seek concurrence of CCGGP for final selection.

Officers:

Initially the Programme applies to officer within the age of 30 years. The process of identification and selection would be similar to that of Guardians.

Matching of Officers to Guardians:

Matching of Officers to Guardians will be done by CCGGP in consultation with respective Support Centres.

OPERATING PLAN

- Communicate to each Guardian his broad obligations and responsibilities.
- Through a wide range of discussions and consultation with Executive Incharge of Support Centre, Region/Head Office Management and Dynamics committee the future capability needs of the Location will be identified, and in consultation with HRD and CCGGP a Career Progression Chart evolved for each Officer.
- Regional Coordinator will associate with the Guardian to clearly identify the above plans and process relative to individual needs of officers.

PROGRAMME FOR GUARDIAN

The process will involve:

- Initial appraisal of the strengths and weaknesses of officers.
- Lay down a framework of the programme for skill and capability development relative to individual officers.
- Continuous assessment of the progress of the officer by the Guardian.
- The style and approach followed by Guardians may vary according to their individual personality. However, the general approach in providing guidance to the officer may pursue the following lines:
 - o Identify and isolate elements related to each subject, question or problem for offering clarification and recognising opportunities for improvement

- Discriminate between facts and myths
- Follow a systematic and organised approach
- Listen (as opposed to only hearing)
- Ask the right questions at the right times
- At times of lengthy discourses/dialogue also provide a summary at the conclusion for easy assimilation of related issues by the Officer.
- When necessary give a verbal presentation.
- Provide handy reading materials, write-ups on examples and other useful material, wherever practicable.
- Continuously help officer to acquire confidence.
- Sometimes a good way of telling an officer how to do things may be to tell him what to do - most of the times he may surprise the Guardian with his ingenuity.
- Involve officer in making decisions related to future Action Plan to seek their commitment and motivation for learning.
- Guardians will be provided with practical aids and techniques to assist them in interacting with their officers in a meaningful manner.
- Ideally each Guardian should meet his officer individually once in a week to discuss the progress and clarify issues.

FEEDBACK

- Besides the regular follow-up which may exist at the locations, CCGGP will meet the Guardians once in three months to review the progress of each unit.
- HRD Committee and CCGGP would also monitor the progress of each Officer according to the respective Career Progression Chart.