

Government of Pakistan
Revenue Division
Federal Board of Revenue
(Admn/HR Wing)

C.No.1(5)S(Training and Development-II)/2026 / 121207-R Islamabad, the 26th October, 2026

CIRCULAR
(Guidelines under Mentorship Program)

The Board is pleased to issue the following Guidelines under Mentorship Programme, designed to facilitate the transition of newly inducted officers from formal training to their initial field postings by helping them develop sound judgment, professional confidence and early leadership skills through structured interaction with experienced officers: -

i. **Duration:**

The formal mentorship arrangement shall continue for a period of two years, followed by an informal, long-term mentoring relationship.

ii. **Guiding Principles:**

The Programme shall be guided by the following principles:

- *Advisory:* Mentorship offers guidance and perspective. It confers no authority or supervisory responsibility.
- *Confidential:* Discussions stay between Mentor and Mentee, so the relationship rests on trust and candour.
- *Outside the chain of command:* No parallel line of authority shall be created, and the Programme forms no part of performance appraisal.
- *Statutory authority preserved:* Mentor shall not direct, or assume responsibility for, live statutory decisions. These remain solely within the formal chain of command, and official matters are handled through official channels.

iii. **Responsibilities for Mentors (BS-19 to BS-22):**

- Share professional experiences with mentee.
- Guide the mentee in interpreting laws, analysing facts, assessing risks, and making sound decisions through discussion of practical professional issues, while maintaining taxpayer confidentiality
- Guide the mentee in handling ethical and administrative challenges with integrity and fairness.
- Honour the meeting schedule agreed with your mentee.
- Model the highest standards of integrity, professionalism and public service.

iv. **Responsibilities for Mentees:**

- Take ownership of one's development, and attend meetings well-prepared with questions, experiences or challenges to discuss.
- Treat Mentor's advice as guidance, and remain accountable to the formal chain of command for all official work.
- Engage openly and respectfully, assure that the relationship is confidential and does not affect your appraisal.
- Observe the agreed meeting schedule.

2. The Programme shall complement the existing institutional framework and administrative hierarchy, without substituting or undermining established official procedures and responsibilities. Hence, upholding the above guidelines in letter and spirit shall ensure the Programme achieves its intended objectives of professional development, institutional learning and effective transition to field responsibilities.



(Syeda Huma Bukhari)
Secretary (Training & Development)

Distribution:

- i. All Mentors, Federal Board of Revenue
- ii. All Mentees, Federal Board of Revenue