



DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

DoD Mentoring Resource Portal: A One-Stop-Shop for All Mentoring Needs

Miguel Joey Avilés

Project Manager

Leadership, Learning & Development Division, HRSPAS



Building a Mentoring Culture



Our goal is to reinforce and influence an enduring mentoring culture throughout the Department, by providing mentoring resources to individuals and organizations.





What is Mentoring?

”

Mentoring is the voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

WHAT IS MENTORING?





Who Benefits From Mentoring?

Executives/Managers

- Sharpens Management/Leadership/Interpersonal Skills

Supervisors

- Increases productivity in the workplace
- Builds awareness of personal biases, assumptions, and areas for improvement

Workforce in General

- Increases self-awareness and self-discipline – mentoring encourages the individual to grow beyond usual expectations
- Provides an opportunity for positive and constructive feedback on professional and personal development areas
- Improves technical competence





How Does the Organization Benefits from Mentoring?



**Increases
Organizational
Knowledge**



**Enhances
Performance**



**Improves
Succession
Planning**

**IT POSITIVELY IMPACTS ALL
ORGANIZATION LEVELS**



**Fosters
Commitment**



**Supports
Recruitment**



**Facilitates
Leadership
Development**





Why a Mentoring Resource Portal?

➤ Why a Mentoring Resource Portal?

- To promote awareness about mentoring and its benefits
- To provide DoD Components/Agencies with an online tool that shares ready-to-use mentoring resources available to the DoD workforce
- To offer an enterprise one-stop-shop for mentoring tools and guidance
- To assist DoD personnel who desire to enter into a mentoring relationship or need to reinvigorate an existing one.

➤ This is not a Mentoring Program because:

- DCPAS is policy and process—not operational
- Our Intention is to facilitate a culture, not prescribe a methodology
- DoD Components have their own programs, instituted at various levels, across their workforce



To drive a culture that promotes mentoring as a talent enabler



Mentoring Resource Portal Evolution

- Extensive research and benchmarking
- Coordination efforts





DoD Mentoring Resource Portal Review

DOD Mentoring Resource Portal

A One-Stop-Shop for all Mentoring Needs in DOD

Objective - The DOD Mentoring Resource Portal objective is to reinforce and influence an enduring mentoring culture throughout the Department of Defense.

Why a Mentoring Resource Portal?

What are the Mentoring benefits to individuals and organizations?

The DOD Mentoring Resource Portal is an online repository of comprehensive mentoring information available to all DOD Components and employees. The portal is divided in four categories: (1) Mentoring Toolkit, (2) Mentoring Training, (3) Mentoring Library and (4) Mentoring Programs in Action. Each category contains specific guidance and information that is directly related to mentoring.

➤ The following slides provide a high-level view of the 4 Mentoring Resource Portal categories:

- (1) Mentoring Toolkit
- (2) Mentoring Training
- (3) Mentoring Library
- (4) Mentoring Programs in Action.





DoD Mentoring Resource Portal Review



(1)

Mentoring Toolkit

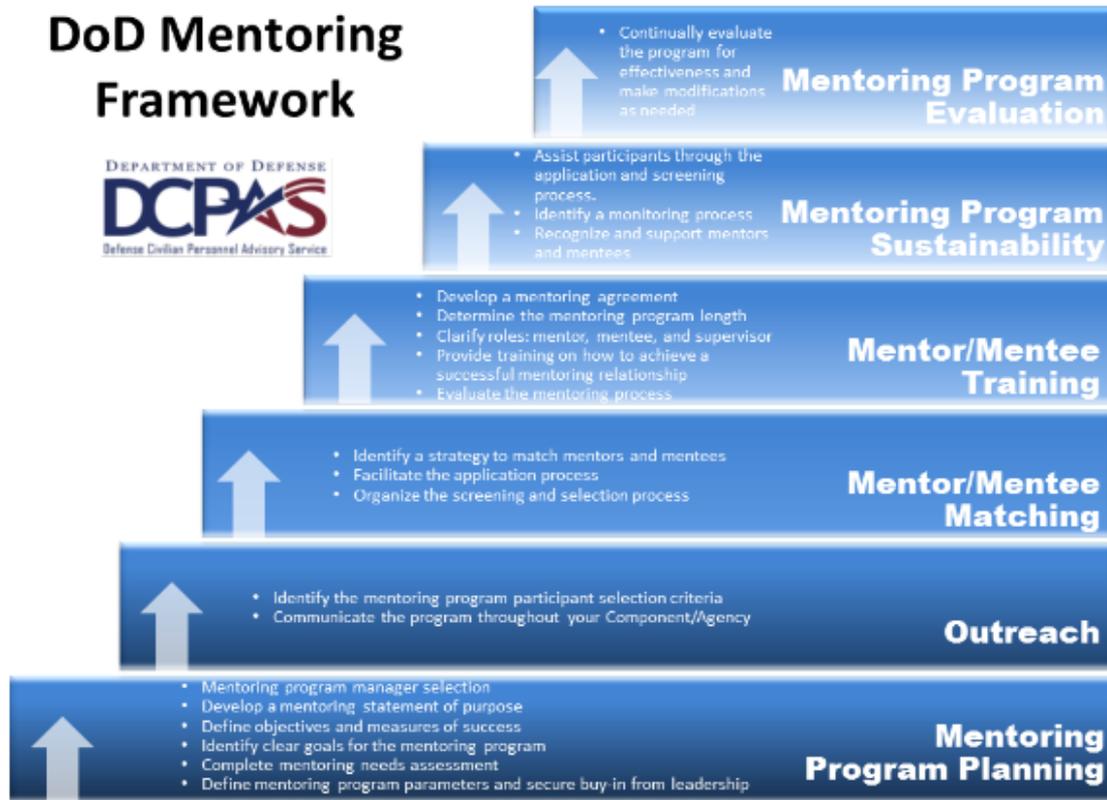
➤ Mentoring Toolkit contains the DoD Mentoring Framework and the following 5 portfolios:

- Mentoring Program Planning
- Mentoring Program Management
- Mentor/Mentee Matching
- Mentor/Mentor Relationship Management
- Metrics

Mentoring Toolkit

The Mentoring Toolkit section provides DOD Agencies/Components with ready-to-use resources to reinforce effective mentoring programs. This section is divided in the following categories:

DoD Mentoring Framework





DoD Mentoring Resource Portal Review



(1) Mentoring Toolkit

Mentoring Program Planning

This category covers the essential elements needed to provide justification for a Mentoring Program.

- o Mentoring Needs Assessment
- o The Business Case for Implementing a Mentoring Program
- o Mentoring Program Objective Setting
- o Mentoring Program Checklist

Mentor/Mentee Matching

In order to have a successful Mentoring Program, it is critical to match mentees with mentors who will support their development objectives. This category contains guiding information on how to create and distribute surveys to potential mentors and mentees that will gather information regarding potential mentors' and mentees' expertise/development areas, experiences, relationship preferences, and personal objectives for entering the organization's mentoring program.

- o Mentoring Program Welcome Letters
- o Mentor Participation Request - Email Template & Profile Form
- o Mentee Participation Request - Email Template & Profile Form
- o Mentoring Program Matching – Tools to help mentees select a Mentor
- o Mentoring Program Matching - Tools to help mentors select a Mentee





DoD Mentoring Resource Portal Review



(1) Mentoring Toolkit

Mentoring Program Management

For a successful Mentoring Program, it is important to provide mentees and mentors with proper guidance. The resources in the Mentoring Program Management section provide the tools to coordinate and administer an effective Mentoring Program.

- o Mentoring Agreement
- o Mentoring Action Plan
- o Mentoring Discussion Topics
- o Mentoring Roles and Responsibilities





DoD Mentoring Resource Portal Review

Mentor/Mentee Relationship Management

Successful mentoring relationships require proper guidance, dedication and support. The Relationship Management section contains strategies to build, improve and maintain effective mentoring relationships.



(1) Mentoring Toolkit

- o Mentor Guidelines
- o Mentee Guidelines
- o Building Mentoring Skills
- o Stages of Mentoring
- o Mentoring Process
- o Types of Mentoring
- o How to be a Great Mentor
- o Tips for Building a Mentoring Relationship
- o Mentoring Activities

Metrics

This section includes a list of metrics Program Managers can use to track the Mentoring Program effectiveness.

- o Mentoring Program Assessment – Mentor
- o Mentoring Program Assessment – Mentee





DoD Mentoring Resource Portal Review



(2) Mentoring Training

Mentoring Training

Mentoring training is a vital component of every successful Mentoring Program. The Mentoring Training section provides training resources for Mentors and Mentees. These training resources are designed to provide information about the benefits of mentoring, mentoring do's and don'ts, and strategies to define the relationship between Mentors and Mentees.

Several DOD Components/Agencies provide training to their workforce through Skillsoft eLearning courses. Instructions for setting up an eLearning account and accessing the courses should be provided by your local Training/HR Department. Each Skillsoft login page is unique depending on your DOD Component/Agency.

Additional Mentoring Training Resources

The Mentoring Training category currently has limited resources. Mentor/Mentee training is a vital component of any successful Mentoring Program. The objective of this category is to provide resources to train prospective Mentors and Mentees in the basic knowledge and skills to build a successful mentoring relationship. If you are aware of additional Mentoring Training Resources, please contact the DOD Mentoring POC.

Disclaimer of Endorsement

DOD and DCPAS do not endorse or recommend any Skillsoft commercial products, processes, or services. Therefore, mention of Skillsoft commercial products, processes, or services on the DOD Mentoring Resource Portal Web site cannot be construed as an endorsement or recommendation.

[Mentoring Training Resources available through Skillsoft](#)





DoD Mentoring Resource Portal Review

Mentoring Library

The Mentoring Library section provides resources from the Pentagon Library Intranet; HR University Mentoring Studio; and OPM - Mentoring in Government Training and Development Policy Wiki.

[HR University Mentoring Studio](#) - The Mentoring Studio is an ongoing development opportunity for human resource practitioners, agency mentoring coordinators and agency managers.

[OPM - Mentoring in Government Training and Development Policy Wiki](#) - Training and development are one of the most critical areas to the success of an organization and their workforce to facilitate mission accomplishment. For this reason knowledge management is essential in training to maintain the value and usefulness of the training function. In 2011, OPM created the Training and Development Policy Wiki (Wiki) for Federal government training and development practitioners. The shared goal of Wiki users is to learn, share relevant information, and collaborate across the government on all matters related to Federal training and development. The OPM Wiki is open to everyone to view and search for content. However, only Federal Government employees may register and post content tools, resources and best practices directly onto the wiki. All users are encouraged to provide comments relevant to the page topic thus making the wiki a "living" and ever-evolving resource.

[Pentagon Library Intranet – Mentoring Site](#) - The resources are divided in the following categories: Mentoring Books, Mentoring Web-books, Mentoring Articles, Mentoring Videos, and Mentoring Blogs. **You may not be eligible for a Pentagon Library card, find more detailed information about how to access the library here.*



(3)

**Mentoring
Library**





DoD Mentoring Resource Portal Review



(4) Mentoring Programs in Action

Mentoring Programs in Action

This section showcases Mentoring Programs in action from the Department of Defense, Federal government, and the private and non-profit sectors. The purpose of this page is to help DOD Components/Agencies to build or improve their mentoring programs.

This section showcases Mentoring Programs in action from the Department of Defense, Federal government, and the private and non-profit sectors. The purpose of this page is to help DOD Components/Agencies to build or improve their mentoring programs.

Department of Defense (DOD) Mentoring Programs in Action: This section shares mentoring programs in action throughout the DOD community.

➤ Mentoring Programs in Action contains the following 3 categories:

- Department of Defense Mentoring Programs in Action
- Federal Government Mentoring Programs in Action
- Private/Non-profit Mentoring Programs in Action

- o WHS Mentoring (CAC-Enabled)
- o DHRA Mentoring (CAC-Enabled)
- o Navy Mentoring
 - o Navy Personnel Command Mentoring Program
- o Impact of Diversity
- o Air Force Mentoring
 - o MyVector
- o Army Mentoring
 - o Army Mentorship Program
 - o Army Nurse Corps Mentoring Program
 - o Army Acquisition Support Center Mentoring Resources
- o Marine Corps
 - o Human Resources and Organizational Management Mentoring Program





DoD Mentoring Resource Portal Review

- The following slides provide a high-level view of the Mentoring Resource Portal Audience Segmentation:

- (1) Executives and Managers
- (2) Mentoring Program Coordinators
- (3) Supervisors
- (4) Mentors
- (5) Mentees

The DOD Mentoring Resource Portal contains a plethora of resources. To better serve our stakeholders, the portal's content has been grouped into the audiences shown below. Please access the portfolio that best describes your role.





DoD Mentoring Resource Portal Review



(3) Supervisors

Information for Supervisors

The Information for Supervisors Portfolio contains resources for Experienced Supervisors serving as Mentors and New Supervisors being mentored.

According to 5 U.S.C. 7103(a)(10), a Supervisor is an individual employed by an agency having authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline or remove employees, to adjust their grievances, or to effectively recommend such action, if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment.

Who is considered a New Supervisor?

A New DOD Supervisor is an employee occupying a supervisory position who has been in that position for less than 1 year. Probationary period begins at date of appointment and ends 1 year from that date. Some agencies may choose to designate supervisors gained from another federal agency or another DOD component as a new supervisor.

Who is considered an Experienced Supervisor?

An Experienced Supervisor is an employee occupying a supervisory position for more than one year.

What is Supervisory Mentoring?

The Office of Personnel Management describes Supervisory Mentoring as an inherent relationship of leadership. The Individual Development Plan usually outlines expectations for supervisory coaching and feedback. Most frequently, this mentoring is informal and related to day-to-day guidance about the current job. As leaders, supervisors should also encourage outside mentoring partnerships, informal and formal, and allow their employees to time to work on them.





DoD Mentoring Resource Portal Review



(3) Supervisors

Mentoring Relationship Management

For a successful mentoring relationship, it is important to provide Experienced Supervisors and New Supervisors with proper guidance. The resources in the Mentoring Relationship Management section provide the tools to coordinate an effective Mentoring Relationship.

- o Mentoring Agreement for Supervisors
- o Mentoring Action Plan for Supervisors
- o Mentoring Discussion Topics for Supervisors
- o Mentoring Roles and Responsibilities for Supervisors
- o How to be a Great Mentor to New Supervisors
- o Tips for Building a Mentoring Relationship for Supervisors
- o How to find an Experienced Supervisor Mentor
- o Building Mentoring Skills for Supervisors
- o Mentoring Benefits for New Supervisors
- o Mentoring Process for Supervisors
- o Receiving Feedback Checklist for New Supervisors
- o Stages of Mentoring for Supervisors
- o Types of Mentoring for Supervisors





DoD Mentoring Resource Portal Review



(3) Supervisors

Supplemental Training for New Supervisors

The Supervisor is one of the most significant roles in the Department of Defense. In addition to contributing to the Department's mission, the supervisor must support and guide staff while serving as a critical conduit between employees and senior management. Given the crucial nature of the role, it is imperative that New Supervisors adapt quickly to their new responsibilities. This section provides supplemental training with the purpose to support New Supervisors in mentoring relationships.

- o Supervising: A New Role
- o Developing Self
- o Planning and Prioritizing Tasks
- o Critical Thinking and Problem Solving





DoD Mentoring Resource Portal Review

- Feedback Mechanism added to every active page on the portal

Please Send Us Your Feedback

The Leadership, Learning and Development Division is striving to meet the needs of its stakeholders. Please send us your feedback by completing and submitting the following form.

[DOD Mentoring Resource Portal Feedback Form](#)





PROMOTE A CULTURE OF MENTORING

VISIT THE PORTAL TODAY

[HTTPS://DODHRINFO.CPMS.OSD.MIL/DIRECTORATES/HRSPAS/
LEADERSHIP-LEARNING-AND-
DEVELOPMENT/PAGES/DODMENTORING.ASPX](https://dodhrinfo.cpms.osd.mil/directorates/hrspas/leadership-learning-and-development/pages/dodmentoring.aspx)





Contact Information

Jimmie H. Vaughn

Chief, Policy, Research & Education Branch
Leadership, Learning & Development Division
H.R. Strategic Programs and Advisory Services
Office of the Deputy Assistant Secretary of Defense
(Civilian Personnel Policy) USD (P&R) / CPP / DCPAS

jimmie.h.vaughn.civ@mail.mil

(571) 372-2069

Miguel Joey Avilés

Project Manager

Leadership, Learning and Development Division
H.R. Strategic Programs and Advisory Services
Office of the Deputy Assistant Secretary of Defense
(Civilian Personnel Policy) USD (P&R) / CPP / DCPAS

Miguel.J.Aviles-Perez.civ@mail.mil

(571) 372-2126





BACKGROUND SLIDES



DoD Mentoring Framework

DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

- Mentoring program manager selection
- Develop a mentoring statement of purpose
- Define objectives and measures of success
- Identify clear goals for the mentoring program
- Complete mentoring needs assessment
- Define mentoring program parameters and secure buy-in from leadership

Mentoring Program Planning

- Identify the mentoring program participant selection criteria
- Communicate the program throughout your Component/Agency

Outreach

- Identify a strategy to match mentors and mentees
- Facilitate the application process
- Organize the screening and selection process

Mentor/Mentee Matching

- Develop a mentoring agreement
- Determine the mentoring program length
- Clarify roles: mentor, mentee, and supervisor
- Provide training on how to achieve a successful mentoring relationship
- Evaluate the mentoring process

Mentor/Mentee Training

- Assist participants through the application and screening process.
- Identify a monitoring process
- Recognize and support mentors and mentees

Mentoring Program Sustainability

- Continually evaluate the program for effectiveness and make modifications as needed

Mentoring Program Evaluation



DoD Mentoring Resource Portal Review



(1) Executives and Managers

Information for Executives and Managers

The Information for Executives and Managers Portfolio contains resources for individuals leading people or organizations. The content under this section is geared towards individuals with senior managerial responsibility with the power to put plans, actions and laws into effect.

- DOD Mentoring Framework
- The Business Case for Implementing a Mentoring Program
- Tools for Executives in Mentoring Program
- OPM Mentoring Best Practices
- Million Women Mentors





DoD Mentoring Resource Portal Review



(2) Mentoring Program Coordinators

Information for Mentoring Program Coordinators

Information for Program Coordinators Portfolio contains resources for individuals managing mentoring programs.

DOD Mentoring Framework

Mentoring Program Planning - This category covers the essential elements needed to provide justification for a Mentoring Program.

- o Mentoring Needs Assessment
- o The Business Case for Implementing a Mentoring Program
- o Mentoring Program Objective Setting
- o Mentoring Program Checklist

Mentoring Program Management

For a successful Mentoring Program, it is important to provide mentees and mentors with proper guidance. The resources in the Mentoring Program Management section provide the tools to coordinate and administer an effective Mentoring Program.

- o Mentoring Agreement
- o Mentoring Action Plan
- o Mentoring Discussion Topics
- o Mentoring Roles and Responsibilities





DoD Mentoring Resource Portal Review



(2) Mentoring Program Coordinators

Mentor/Mentee Matching

In order to have a successful Mentoring Program, it is critical to match mentees with mentors who will support their development objectives. This category contains guiding information on how to create and distribute surveys to potential mentors and mentees that will gather information regarding potential mentors' and mentees' expertise/development areas, experiences, relationship preferences, and personal objectives for entering the organization's mentoring program.

- o [Mentoring Program Welcome Letters](#)
- o [Mentee Profile Request](#)
- o [Mentor Profile Request](#)
- o [Mentee Profile Form](#)
- o [Mentor Profile Form](#)
- o [Mentoring Program Matching – Tools to help mentees select a Mentor](#)
- o [Mentoring Program Matching - Tools to help mentors select a Mentee](#)

Mentor/Mentee Relationship Management

Successful mentoring relationships require proper guidance, dedication and support. The Relationship Management section contains strategies to build, improve and maintain effective mentoring relationships.

- o [Mentor Guidelines](#)
- o [Mentee Guidelines](#)
- o [Tools for Executives in Mentoring Program](#)

Metrics

This section includes a list of metrics Program Managers can use to track the Mentoring Program effectiveness.

- o [Mentoring Program Assessment – Mentor](#)
- o [Mentoring Program Assessment – Mentee](#)





DoD Mentoring Resource Portal Review



(4) Mentors

Information for Mentors

The Information for Mentors Portfolio contains resources for individuals serving in the role of a Mentor.

Mentoring Program Management

For a successful Mentoring Program, it is important to provide mentees and mentors with proper guidance. The resources in the Mentoring Program Management section provide the tools to coordinate and administer an effective Mentoring Program.

- o Mentoring Agreement
- o Mentoring Action Plan
- o Mentoring Discussion Topics
- o Mentoring Roles and Responsibilities

Mentor/Mentee Matching

In order to have a successful Mentoring Program, it is critical to match mentees with mentors who will support their development objectives. This category contains guiding information on how to create and distribute surveys to potential mentors and mentees that will gather information regarding potential mentors' and mentees' expertise/development areas, experiences, relationship preferences, and personal objectives for entering the organization's mentoring program.

- o Mentoring Program Matching – Tools to help mentors select a Mentee





DoD Mentoring Resource Portal Review



(4) Mentors

Mentor/Mentee Relationship Management

Successful mentoring relationships require proper guidance, dedication and support. The Relationship Management section contains strategies to build, improve and maintain effective mentoring relationships.

- o [Mentor Guidelines](#)
- o [How to be a Great Mentor](#)
- o [Building Mentoring Skills](#)
- o [Stages of Mentoring](#)
- o [Mentoring Process](#)
- o [Mentoring Process](#)
- o [Types of Mentoring](#)
- o [Tips for Building a Mentoring Relationship](#)
- o [Mentoring Activities](#)

Metrics

This section includes a list of metrics Program Managers can use to track the Mentoring Program effectiveness.

- o [Mentoring Program Assessment – Mentor](#)





DoD Mentoring Resource Portal Review



(5)
Mentees

Information for Mentees

The Information for Mentee Portfolio contains resources for individuals serving in the role of a Mentee.

Mentoring Program Management

For a successful Mentoring Program, it is important to provide mentees and mentors with proper guidance. The resources in the Mentoring Program Management section provide the tools to coordinate and administer an effective Mentoring Program.

- o [Mentoring Agreement](#)
- o [Mentoring Action Plan](#)
- o [Mentoring Discussion Topics](#)
- o [Mentoring Roles and Responsibilities](#)

Mentor/Mentee Matching

In order to have a successful Mentoring Program, it is critical to match mentees with mentors who will support their development objectives. This category contains guiding information on how to create and distribute surveys to potential mentors and mentees that will gather information regarding potential mentors' and mentees' expertise/development areas, experiences, relationship preferences, and personal objectives for entering the organization's mentoring program.

- o [Mentoring Program Matching – Tools to help mentees select a Mentor](#)





DoD Mentoring Resource Portal Review



(5)
Mentees

Mentor/Mentee Relationship Management

Successful mentoring relationships require proper guidance, dedication and support. The Relationship Management section contains strategies to build, improve and maintain effective mentoring relationships.

- o [Mentee Guidelines](#)
- o [Stages of Mentoring](#)
- o [Mentoring Process](#)
- o [Mentoring Process](#)
- o [Types of Mentoring](#)
- o [Tips for Building a Mentoring Relationship](#)
- o [Mentoring Activities](#)

Metrics

This section includes a list of metrics Program Managers can use to track the Mentoring Program.

- o [Mentoring Program Assessment – Mentee](#)





DoD Mentoring Resource Portal Review



(4) Mentoring Programs in Action

Federal Government Mentoring Programs in Action: This section portrays mentoring programs around the Federal government.

- o OPM Mentoring Best Practices
- o U.S. Department of Energy
 - o DOE Mentoring Program Guide
- o NASA Mentoring & Coaching
- o Federal Acquisition Institute

Private/Non-Profit Mentoring Best Practices: This section presents mentoring from private sector and non-profit organizations.

- o Million Women Mentors
- o National Mentoring Partnership

