



*To enhance mission performance, TSA is committed to promoting a culture founded on its values of Integrity, Innovation and Team Spirit.*

*NOTE: Pursuant to Section 101 of the Aviation and Transportation Security Act (49 U.S.C. 114(n)), this directive and all related Handbooks, Attachments, and Appendices, establish Transportation Security Administration (TSA) policy and must be applied accordingly*

**REVISION:** This revised directive supersedes TSA MD 1900.12, *TSA Mentoring Program*, dated September 18, 2014.

**SUMMARY OF CHANGES:** Section 3, Authorities, deleted authorities that are not relevant; Section 5, Responsibilities, revised to transfer the program oversight responsibility to the Office of Human Capital from the Office of Training and Development (formerly Office of Training and Workforce Engagement) and revised for clarity; Section 6, Policy, revised for clarity.

1. **PURPOSE:** This directive provides the policy and procedures for the TSA Mentoring Program.

2. **SCOPE:** This directive applies to all TSA employees.

3. **AUTHORITIES:**

A. The Aviation and Transportation Security Act, Pub. L. 107-71 (ATSA)

4. **DEFINITIONS:**

A. Mentee: An individual who seeks career advice, assistance in handling professional challenges, insight about the work environment, and an introduction to networks within TSA.

B. Mentor: An individual who offers his/her perspective of past experience to help another enhance or advance his/her career. A mentor draws from an extensive and varied background that is rich with organizational knowledge and lessons learned.

C. Mentoring Contract: An agreement between the mentor and the mentee that describes the details of the mentoring relationship (e.g., scope, duration, meeting logistics, etc.).

5. **RESPONSIBILITIES:**

A. The Assistant Administrator for Human Capital (AA/OHC) is responsible for establishing the policy for, and designating a National Mentoring Program Manager (NMPM) within the Office of Human Capital to implement, the TSA Mentoring Program.

B. The Assistant Administrators (AAs) or equivalents are responsible for:

(1) Supporting the TSA Mentoring Program and ensuring mentoring opportunities are made available to employees within their respective offices; and

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**TSA MENTORING PROGRAM**

- (2) Designating Mentoring Program Coordinators (MPCs) to establish and implement the TSA Mentoring Program within their respective offices consistent with this directive and TSA Mentoring Programs Guide.

C. The NMPM is responsible for:

- (1) Overseeing the implementation of the TSA Mentoring Program;
- (2) Establishing the requirements and guidelines for participating in the TSA Mentoring Program for mentors, mentees and the MPCs;
- (3) Compiling TSA-wide metrics and statistics for reporting and program evaluation purposes, as needed; and
- (4) Gathering and sharing mentoring program best practices.

D. The MPCs are responsible for:

- (1) Establishing mentoring programs within their respective offices;
- (2) Registering with the NMPM all mentoring programs within their respective offices;
- (3) Advising employees and management regarding the TSA Mentoring Program and assisting with mentor/mentee matching; and
- (4) Complying with all tracking, reporting, and program evaluation requirements as requested by the NMPM.

E. TSA Supervisors and Managers are responsible for:

- (1) Supporting activities and initiatives designed to advance the TSA Mentoring Program;
- (2) Providing support and feedback to mentees; and
- (3) Setting parameters and helping mentees to prioritize work assignments to accommodate the mentoring activities.

F. Training Officers, Training Managers, Training Specialists, and Headquarters Training Points-of-Contact (HQ-TPOCs) are responsible for generating TSA Mentoring Program-related Online Learning Center reports, as needed.

G. Mentors are responsible for:

- (1) Assisting mentees with the establishment of a mentoring contract and the development of an action plan;

- (2) Participating in mentoring activities and maintaining confidentiality<sup>1</sup> within the mentoring relationship;
- (3) Providing advice, coaching, and/or feedback to mentees on a regular basis; and
- (4) Completing the participation reports.

H. Mentees are responsible for:

- (1) Initiating the mentoring relationship and communicating expectations to the mentor;
- (2) Developing and adhering to the mentoring contract and action plan;
- (3) Collaborating with the mentor to identify competency strengths and weaknesses;
- (4) Participating as an active listener when receiving feedback; and
- (5) Participating in mentoring activities and maintaining confidentiality within the mentoring relationship.

**6. POLICY:**

- A. TSA offices should establish mentoring programs consistent with this directive and the TSA Mentoring Programs Guide, and ensure that the employees within their respective offices have access to a mentoring opportunities.
- B. TSA offices must register their mentoring programs with the NMPM within 30 days of their effective date.
- C. MPCs, mentees, and mentors must use the [National Mentoring Programs iShare Page](#) to document program participation (e.g., Mentee Interest, Mentor Application, Mentoring Session Log).

**7. PROCEDURES:** See the [TSA Mentoring Programs Guide](#).

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<sup>1</sup> All conversations between mentor and mentee are to be kept confidential unless both parties agree otherwise for a specific topic of discussion. However, confidentiality cannot be guaranteed in situations involving activities that must be reported or disclosed by law or by TSA policy and in life threatening situations.

**8. APPROVAL AND EFFECTIVE DATE:** This policy is approved and effective the date of signature unless otherwise specified.

**APPROVAL**

*Signed*

July 19, 2017

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Karen Shelton Waters  
Assistant Administrator for  
Human Capital

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Date

**EFFECTIVE**

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Date

Distribution: Administrator, Deputy Administrator, Assistant Administrators, Regional Directors, Federal Security Directors, Supervisory Air Marshals in Charge, Business Management Division Directors, Administrative Officers, and Human Resources Specialists

Point-of-Contact: TSA NMPO at [TSAMentoring@tsa.dhs.gov](mailto:TSAMentoring@tsa.dhs.gov)