

ORDER

U. S. Department of Transportation
Federal Aviation Administration
SOUTHERN REGION

SO 3410.11

11/16/99

**SUBJ: AIR TRAFFIC MENTORING PROGRAM FOR NATIONAL SELECTION PROCESS
(ATNSP) CANDIDATES**

1. PURPOSE. This Order establishes the Air Traffic Mentoring Program for Air Traffic National Selection Process (ATNSP) candidates, and provides guidelines for participation.
2. DISTRIBUTION. This Order is distributed to all employees in the Regional Air Traffic Division (ATD) and to all Air Traffic field facilities.
3. BACKGROUND. The ATD supports the creation of a mentoring program for Air Traffic employees. The ATD established the Air Traffic Mentoring Program to provide an opportunity for the development of employees to meet both the present and future needs of the organization. This program is part of the ATD's continuing effort to create a Model Work Environment (MWE) for its employees. Mentoring has been identified as a cornerstone for successful employee development, which is one of the major components of the MWE. A need was identified to further develop individuals interested in management careers. A mentoring pilot program was tested in 1998 that focused on the development of ATNSP candidates that had not completed the process. Based on the success of the pilot program and feedback from the participants, the Air Traffic Division will broaden the participation level of the mentoring program to include:
 - a. anyone planning to go through the ATNSP during the years of 2000-2002, and
 - b. employees who have completed the ATNSP, but not yet selected for ATNSP positions.
4. ROLES AND RESPONSIBILITIES.
 - a. Mentor - One who facilitates personal and professional growth in an individual by sharing the knowledge and insights that have been learned through the years. The mentor works with the mentee and the mentee's first-line supervisor to create/update an Individual Development Plan (IDP) for the mentee.
 - b. Mentee - One who is mentored. The mentee shall initiate contact with a mentor from the list supplied by the ATD. The mentee shall identify the areas of knowledge, skill and expertise required for successful completion of the ATNSP and create/update an IDP with the assistance of a mentor and his/her first level supervisor.
 - c. Air Traffic Manager (ATM) - Supports mentee's request for development, to the extent possible within budgetary constraints.

d. First Line Supervisor - Supports mentee's request for development and works with the mentee and mentor to create/update an IDP for the mentee.

e. ATD - Manages and supports the Air Traffic Mentoring Program. The ATD will provide each mentee with a list of possible mentors, taking into consideration geographical location, the strengths of the mentor and areas needing development in the mentee. The ATD shall evaluate program effectiveness upon the completion of each ATNSP during 2000-2002.

5. PROCEDURES.

a. Employees planning to go through the ATNSP during 2000-2002 are eligible to participate in the Air Traffic Mentoring Program as mentees. To participate, complete a copy of Appendix 1, Mentee Questionnaire, and send to the Air Traffic Division, ASO-500, Attention: ASO-SOOH.

b. Air Traffic Managers volunteering to participate as mentors must complete a copy of Appendix 2, Mentor Questionnaire, and send to the Air Traffic Division, ASO-500, Attention: ASO-SOOH. (Please note that Air Traffic Managers who volunteered to be mentors during the 1998 Air Traffic Mentoring Pilot Program previously submitted this form. The information has been retained, and submittal of the questionnaire a second time is not necessary.)

c. Upon receipt of the Mentee Questionnaire from a prospective mentee, the ATD will provide a list of three possible mentors to the mentee.

d. The mentee will be responsible for the following activities:

(1) Choose one Air Traffic Manager as a mentor and contact him/her to establish the mentoring relationship.

(2) Contact the ATD to confirm which Air Traffic Manager was chosen as a mentor.

(3) Contact the ATD when the relationship has ended. There is no formal time limitation for a mentoring relationship within this program. Instead, the mentoring relationship should conclude when the mentor and mentee agree that all benefits to the mentoring relationship have been attained.

e. After the completion of each year's ATNSP, the ATD will send out a questionnaire to participants in the Air Traffic Mentoring Program to evaluate the program's effectiveness.

6. GUIDELINES. Efforts shall be made to keep costs associated with this program to a minimum. All activities will be contingent upon availability of agency resources. Developmental opportunities shall be explored in the mentee's local commuting area first. If sufficient opportunities are not available, then the ATM shall determine if facility funds are available to support a developmental

activity outside of the local commuting area. If no funds are identified, the ATM will forward the request to the ATD with supporting justification. The ATD shall determine if the costs will be covered by regional funds.

7. ADDITIONAL MENTORING PROGRAMS. Employees not meeting the specific requirements of the Air Traffic Mentoring Program as outlined in this Order, are encouraged to seek assistance from their first line supervisors and facility management in pursuing other avenues of career development. Field management and employees are encouraged to create and/or participate in local or other mentoring programs. Examples are facility and/or Hub mentoring programs, and the DOT mentoring program.

Additional information on mentoring can be found in "Managing Your Way to MWE - Volume 1," an ATS publication on MWE policy and guidance for managers and supervisors. The Internet address for this publication is <http://www.faa.gov/ats/mwe.htm>.



Dennis T. Koehler
Manager, Air Traffic Division

APPENDIX 1. MENTEE OUESTIONNAIRE

NAME: _____ FACILITY: _____

I am interested in participating in the Air Traffic Mentoring Program.
I plan to compete in the Air Traffic National Selection Process (ATNSP) during
_____ (Year).

Professional Goal(s):

TARGET AREAS FOR IMPROVEMENT:

- | | |
|---------------------------------------|----------------------------------|
| _____ Perception & Analytical Ability | _____ Leadership |
| _____ Decisiveness | _____ Organizing & Planning |
| _____ Judgment | _____ Interpersonal Skills |
| _____ Communication | _____ Resource Management Skills |
| _____ Knowledge of National Programs | _____ Technical Knowledge |
| _____ Organizational Knowledge | _____ Managerial Effectiveness |
| _____ Labor Management Relations | |

Other:

Expectations:

Supervisor's Signature: _____ Date: _____

Please return this form to ASO-500, Attn: ASO-500H

APPENDIX 2. MENTOR QUESTIONNAIRE

Name: _____ Years in Agency: _____

Facility: _____ Position: _____
(or Routing Symbol)

Phone Number: _____ cc:Mail Address: _____

Educational Background:

STRENGTHS: Please limit to your three or four strongest areas:

- | | |
|---------------------------------------|----------------------------------|
| _____ Perception & Analytical Ability | _____ Leadership |
| _____ Decisiveness | _____ Organizing & Planning |
| _____ Judgment | _____ Interpersonal Skills |
| _____ Communication | _____ Resource Management Skills |
| _____ Knowledge of National Programs | _____ Technical Knowledge |
| _____ Organizational Knowledge | _____ Managerial Effectiveness |
| _____ Labor Management Relations | |

Specialized Experience:

Location or Time Constraints:

Signature: _____ Date: _____

Please return this form to ASO-500, Attn: ASO-500H