

Message from the Director

You can tell a lot about an organization's overall health and effectiveness by the emphasis it places on mentoring. At the Central Intelligence Agency, we view mentoring as a high priority born of necessity. More than half our officers have joined the Agency since 2001. In every corner of the world, including war zones and other dangerous places, they are mastering a vocation that can't be learned from a book. Learning from each other is essential to both the future of our Agency and the fulfillment of our highest mission—keeping our nation safe.

Mentoring plays a decisive role in how our men and women gain knowledge, develop as leaders, and accomplish great things for their country. Mentors enable our Agency to cultivate and retain a highly skilled and motivated workforce, one that meets the very high standards our mission demands. They also strengthen diversity by helping all our people reach their full potential in building successful careers and contributing to the vital work of the CIA.

The Office of Diversity Plans and Programs (DPP) sets the pace in supporting and rewarding effective mentoring. The annual DCIA Excellence in Mentoring Awards recognizes outstanding mentors and initiatives that go the extra mile for our officers.

More than 40 years of public service have taught me that the value of a good mentor—and the rewards of helping others achieve their potential—are immeasurable. To the extent we are generous with each other in sharing our time and wisdom, our Agency will be stronger for it.

—Leon E. Panetta



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**Mentoring
Programs**

**Mentoring at
the Central
Intelligence Agency**





Build skills and knowledge as a mentor or mentee.

Mentoring is the process of establishing a unique developmental relationship between a more experienced employee and one or more less experienced employee(s). This relationship is a partnership built on mutual respect and trust that fosters the growth and development of all participants. At the CIA, these relationships enhance the knowledge, skills, and abilities of the Agency's workforce and enable us to be a more innovative and successful organization.

Types of Mentoring Programs

One-on-One—when one person reaches out to another, and a career development relationship evolves.

Group—mentees can discuss issues, ideas, and experiences with the whole group, with the mentor being present to facilitate the session and to provide extra support.

Peer-to-Peer—two people sharing experiences and expertise to mutually foster personal and professional growth.



Benefits of Being a Mentee:

- Increase knowledge of organizational culture, policies, goals and values.
- Enhance professional development.
- Network with senior leadership.

Benefits For Mentors:

- “Pay it Forward”—inspire mentees to subsequently become mentors.
- Develop connection to future leaders.
- Broaden corporate culture perspective.

Organizational Benefits:

- Retain employees who think strategically and have a strong commitment to the mission.
- Transfer organizational knowledge, culture, and values.
- Support a diverse workforce by creating relationships across the Agency.
- Promote succession planning.

Testimonials

“She provided good insight into some of the specific areas I was interested in.”



“The mentor has the ability to clearly explain aspects of the Agency's goals and mission through examples from his own experience.”

“The mentor was open, receptive and willing to assist.”

“I learned a lot and feel more energized about the challenges I have to face and those the Agency as a whole is facing.”

Making It Work

Mentoring is not a fast track to promotion, a source of inside information or a quick fix for work problems. Mentors must be supportive, trustworthy and willing to share personal experience to help mentees grow. They must also be prepared to give honest and constructive feedback and have enough time to commit to mentoring. Mentees must be willing to take initiative, and to ask for and accept advice. More importantly, both parties must have enough time to commit to mentoring so that objectives are attainable. Mentoring training is available for interested employees.

Visit www.diversity.cia or external www.cia.gov to learn more about mentoring.

