



DEPARTMENT OF THE NAVY
NAVAL DENTAL CENTER SOUTHWEST
2310 CRAVEN ST.
SAN DIEGO, CALIFORNIA 92136-5596

NDCSWINST 1000.2
00CMC
4 May 2004

NAVDENCEN SOUTHWEST INSTRUCTION 1000.2

Subj: ENLISTED MENTORSHIP PROGRAM

Ref: (a) CNO Guidance for year 2003

Encl: (1) Mentor Program Guidelines
(2) Contract and Plan Of Action and Milestones
(3) Recommended Elements

1. Purpose. Provide guidelines for developing and managing a mentor program for command personnel.

2. Background. Reference (a) expressed Navy's commitment to the professional and personal development of our Sailors. Every Sailor, regardless of rank or experience, can benefit from mentoring. Mentoring is used in many organizations as a way of developing a member's knowledge, values, practices, thus implanting the organizational culture. This logically translates into more productive, efficient, and effective personnel. It also contributes to successful retention, career satisfaction, better decision making, and promotes a more unified organization.

3. Definition. Mentor is synonymous with trusted advisor, friend, teacher, counselor, or guide. Mentoring, therefore, is a relationship in which a person with greater experience and wisdom (mentor) guides and directs a person (protégé) in order that they can develop professionally and personally.

4. Discussion

a. The Navy as an organization has benefited from the unstructured mentoring relationships that have been on-going since our service's beginning. Mentoring is a characteristic of good leadership. A Sailor that acquires proper professional and personal growth is likely to be more productive. This type of Sailor is seen as an attribute to the Navy and is more inclined to stay Navy.

b. The relationship between mentor and protégé is primarily one of communication. The former communicating the benefit of their experience to the latter, and, the latter communicating their needs to the former. To be successful, the relationship must be one of trust and respect.

c. The mentor should have an understanding of the protégé's projected professional progression and empathize with the challenges unique to the platform or geographic duty assignment that may challenge the protégé.

d. A mentor must maintain a moral responsibility while engaged with the protégé. Mentors must possess maturity and knowledge to adequately address the concerns and issues of the protégé. To ensure a successful pairing, the selection process must be based on input from both the mentor and the protégé.

e. The protégé is provided a role model and sounding board. By using the mentor as a role model, the protégé can learn from example. In addition, the protégé can use the mentor as a sounding board to express new ideas or to vent frustrations.

5. Action

a. The Command Master Chief is responsible for managing the mentorship program for all enlisted personnel.

b. LCPOs/SEs are responsible to the Command Master Chief for the effectiveness of the mentor program within their area of responsibility. They will:

(1) Develop and implement a plan that provides an atmosphere conducive to mentoring relationships.

(2) Ensure all Sailors under their charge are assigned a mentor and continuously monitor the effectiveness of the assignments.

(3) Assign a mentor to newly reporting Sailors giving consideration to the protégé's rank/rate, time in grade, and workcenter.

(4) Maintain records of mentoring efforts and provide reports to the Command Master Chief upon request.

(5) Have final mentor approval/disapproval authority.

d. Mentors shall ensure they are prepared and capable of dealing with the demands of their protégés. If they find themselves unable to deal with the protégé's issues or concerns, they must seek immediate assistance from their mentor or their chain of command. Additionally, mentors will:

(1) Be a volunteer committed to the mentoring program.

(2) Generally be senior in pay-grade to the protégé.

(3) Be competitive for promotion/advancement.

(4) Assist assigned protégé in adapting into the command.

(5) Assist the protégé in obtaining and completing required training and course work for advancement. Technical development of Sailors remains a workcenter primary responsibility.

(6) Encourage use of in-service educational benefits (professional courses, service schools, off-duty education opportunities, etc.)

(7) Stress the importance of maintaining good performance evaluations and provide guidance on how performance can be improved.

(8) Be proactive and responsive to protégé desires and problems (both professional and personal), making every effort to assist. Refer member to the appropriate person in the chain of command as necessary and continue follow-up until resolved.

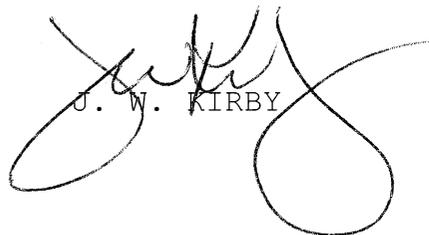
(9) Use enclosures (1) through (3) as essential elements to make the mentor/protégé relationship work.

e. Protégés are responsible for ensuring that they are being adequately mentored. Should a protégé decide they are not receiving sufficient mentoring, they should communicate their concerns to their mentor or LCPO/SEL.

f. Each party agrees to devote as much time as is mutually agreed upon to sustain the mentor-protégé relationship.

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6. Responsibility. The success of this program is dependant upon chain of command engagement, particularly that of the LCPO/SELs who are the backbone of the mentor program. Sailors in supervisory or leadership positions are responsible for the implementation of the mentor program.



J. W. KIRBY

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**NAVAL DENTAL CENTER SOUTHWEST'S
ENLISTED MENTORSHIP PROGRAM GUIDELINES**

Objectives

The objective of Naval Dental Center Southwest's Mentoring Program is to develop initiatives that can be used toward professional and personal growth. The intention is to provide guidance and direction through the influence of motivation. The ultimate goal is an individual success accomplished through strong monitoring principles by the mentors and complete acceptance of trust and willingness by the protégé. Understanding this principle, success by both mentor and protégé will be established and a self-understanding of their highest potential will be realized.

Guidelines

To ensure success of the mentor program, the following guidelines apply:

1. Mentors will be sufficiently trained in areas of their responsibilities. The level of training required will be assessed and monitored by the responsible Leading Chief Petty Officer (LCPO) or Senior Enlisted Leader (SEL) based on the experience level of the protégé.
2. Mentors for newly reported personnel will be assigned within 60 days of reporting. This assignment will be reviewed after a reasonable period of time (usually 2 to 3 months). If the pairing is seen as nonproductive, a new mentor will be selected.
3. Mentors may have more than one protégé at a time. A mentor must, however, be able to dedicate the appropriate amount of time to each protégé. LCPOs/SELs must take an active role in monitoring the number of protégés assigned to a mentor.
4. Whenever possible, the protégé should be involved in the selection process of their mentor. However, LCPOs/SELs have final approval of mentors assigned to protégés. Officers may be selected as mentors.
5. Mentors will routinely interact with protégés to encourage personal growth and professional development.

6. Establishment of the mentor program in no way relieves LCPOs/SELs or Leading Petty Officers of their responsibility to develop Sailors under their charge.
7. Mentor responsibilities prior to meeting protégé:
 - a. Review protégé's Personal Goal Worksheet.
 - b. Review protégé's service record (required for E5 and above, optional for E4 and below).
 - (1) History of Assignments.
 - (2) Qualifications/Awards History (Page 4).
 - (3) Copies of last three evaluations.
 - (4) Microfiche/ESR-PSR.
 - c. Profile worksheets from the last three advancement tests.
 - d. Last three Physical Fitness Assessment profiles.
 - e. Schedule interview with protégé in person.
8. Protégé's responsibilities prior to meeting mentor:
 - a. Review goals (professional, educational, and personal).
 - b. Complete Personal Goal Worksheet and submit to mentor.
 - c. Schedule and commit to interview with mentor.
9. Mentor/Protégé interview:
 - a. Discuss protégé's background and accomplishments.
 - b. Discuss realistic goals (career, educational and personal).
 - c. Determine progress reviews (Monthly, Quarterly, or Biannually).

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d. Establish mentor/protégé contract and Plan Of Action, sign, and forward copy to SEL.

10. Monitoring Progress:

a. Conduct interviews according to contract via phone or in person.

b. Review progress, accomplishments, and continue personal/professional objectives. This interview should be used to motivate individuals and provide direction to keep them focused.

11. Dissolving Mentor/Protégé Contract:

a. Determine reason to terminate contract. (Did the mentor or protégé transfer from the command due to the PCS, separation, or retirement. Are there conflicts that prevent contribution by both parties (professional/personality conflicts)).

b. Both the mentor and protégé agree that it would be advantageous to dissolve the contract due to unsuccessful goal objectives.

c. The protégé's SEL will review mentor/protégé relationship and determine proper course of action.

d. The SEL settles differences and recommends either continuation or reassigns the protégé with another mentor.

12. Helpful websites:

Navy Mentor Program Homepage

<http://www.bupers.navy.mil/pers00j/copy%20of%20index.asp>

Mentoring Handbook:

[http://www.bupers.navy.mil/pers00j/handbook contents.htm](http://www.bupers.navy.mil/pers00j/handbook%20contents.htm)

[http://www.au.af.mil/au/awc/awcgate/navy/mentoring hand.pdf](http://www.au.af.mil/au/awc/awcgate/navy/mentoring%20hand.pdf)

[http://hroffice.nrl.navy.mil/working/mentor program.htm](http://hroffice.nrl.navy.mil/working/mentor%20program.htm)

[http://www.staynavy.navy.mil/counselors resources/files/MENTORSHIP BEST PRACTICES.txt](http://www.staynavy.navy.mil/counselors%20resources/files/MENTORSHIP%20BEST%20PRACTICES.txt)

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<http://www.navy.mil/homepages/vp9/Mentorship.htm>

<http://www.au.af.mil/au/awc/awcgate/awc-prof.htm#mentor>

MENTOR/PROTEGE
CONTRACT & PLAN OF ACTION (POA)

The goal of the Mentoring Program is to establish personal/professional objective that is realistic. This contract is binding until either protégé/mentor transfers or contract is dissolved. Both the protégé and mentor shall develop and agree on a plan towards a goal completion and should include the following but not limited to:

1. **Advancement Goal (circle one):** DT3 DT2 DT1 DTC _____
What is my Plan Of Action (POA):

2. **College (circle one):** AA BS UNDERGRADUATE
What is my POA:

3. **Advanced School (circle one):** Admin Pros Hygiene Repair
What is my POA: Other _____

4. **Officer Prog. (e.g. STA-21)** _____
What is my POA:

5. Community Involvement POA (attempt one per month):

6. Correspondence courses POA (attempt one per quarter):

7. Clinical Involvement POA (volunteer/collateral):

8. Duty Stations POA:

9. Other:

PROTÉGÉ: _____
SIGNATURE

PRINT NAME

MENTOR: _____
SIGNATURE

PRINT NAME

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RECOMMENDED DISCUSSION ELEMENTS

Personal

- Insurance Policies and Wills
- Finances, Debts, Savings/Investments
- Social Skills (Entertaining, Naval Ceremonies)
- Military Bearing, Customs, Grooming Standards
- Physical Fitness/Wellness Program
- Community Involvement/Volunteering
- Developing Character/Good Habits
- Communication Skills
- Navy Family Resources
- Off Duty Education/College Courses
- Personal Goals
- Officer Accession Programs (Line and Staff)

Administrative

- MANMED Chapter Six
- Computer Skills, Writing Skills
- Data Management (DIRS/DENMIS/CHCS/E-MAIL)
- Time Management/Organization
- Supply System
- Service Records
- CMD Mission, Vision, Strategic Goals, Policies and Procedures
- Point Papers
- Correspondence Manual
- Instructions (Command, SECNAV, OPNAV, etc...)
- NAVADMINS

Professional

- Training Opportunities (Short Courses/Correspondence Courses/ "C" Schools)
- PQS Requirements
- Organizations
- Watchstanding
- Collateral Duties
- Mission Productivity
- Career Planning/Duty Assignments
- Advancement, PARS, TIR Requirements, Exam Requirements
- Fleet and Family Services Center
- CREDO Program
- BEARINGS Program
- Navy and Marine Corps Relief Society
- Command Financial Specialist
- Advancement System
- Right Spirit Program
- Family Advocacy Program

- Family Deployment Support
- Relocation Assistance
- Single Sailor Program
- Standards of Conduct, Core Values, Equal Opportunity
- Evaluation System
- Teamwork
- Goal Setting
- Leadership/Supervisory Skills
- Recognition System
- Navy Leadership Courses
- Navy Knowledge Online
- Navy Medicine Online

Courses

- JAGMAN Investigation
- Navy Leadership Continuum
- Navy Correspondence Course
- Civilian Personnel Training
- 3 Day Justice Course
- Navy Knowledge Online Courses

Committees

- Retention Team
- Morale Welfare and Recreation
- Command Assessment Team
- Navy Rights & Responsibilities
- Budget Advisory
- Bachelor Quarters Advisory
- Civilian Position Management
- Clinical Rotation Selection
- Chief Petty Officer Disciplinary Review Board
- Command Training Team
- Equipment Program Review
- Executive Steering Committee
- Health Care Consumer Council
- Infection Control
- Information Security Equipment Board
- Personal Effects Inventory
- Physical Security Review/Loss Prevention
- Planning Board for Training
- Precious and Special Dental Metals Audit
- Career Development Board
- Quality Management Board for Professional Development
- Quality of Life Subgroup
- Safety Policy Council
- Youth Activity Advisory
- Credentials Board

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Leadership Development

- Counseling Techniques
- Take on Responsibility
- Extra Military Instruction (EMI)
- Challenge Yourself
- Fraternalization Policy
- Navy Leadership Competencies
- Sexual Harassment Policy