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Personnel

446 AW MENTORING PROGRAM

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This pamphlet implements Air Force Policy Directive (AFPD) 36-34, *Air Force Mentoring Program*, augments Air Force Instruction (AFI) 36-3401, *Air Force Mentoring*, and Air Force Reserve Command Pamphlet (AFRCPAM) 36-3401, *AFRC Mentoring Program*. The Mentoring Program has expanded to include all officers, enlisted members and civilian employees. Mentoring is an essential ingredient in developing well-rounded, professional, and competent future leaders. Mentors must distinguish between goals, career aspirations, and realistic expectations. The goal of the mentoring program is to provide the infrastructure, tools, and guidance to all wing personnel who supervise or otherwise mentor other members. AFRC Form 141, *Mentoring Process Guide*, ([Attachment 1](#)) and AFRCs Study Guide (SG) 36-3401, *AFRC Mentoring Guide* provide the processes for mentors to help those they supervise achieve career success.

SUMMARY OF REVISIONS

Realigns the program to coincide with the Air Force Mentoring Program (AFI 36-3401); adds additional reference (para [1](#)); mentoring program applies to all officer, enlisted, and civilian employees (para [2.2](#)); changes all reference quality office to mission performance (para [4.2](#) and [4.3](#)); changes name of Unit Career Advisors (UCA) to Unit Career Assistance Advisors (UCAA) (para [4.2](#), 4.3, and [4.4](#)); includes a sample on the AFRC Form 141 ([Attachment 1](#)); and updates several references ([Attachment 2](#)). A bar (|) indicates revisions from the previous edition.

1. Reference to Supporting Documents:

- | 1.1. Air Force Policy Directive (AFPD) 36-34, *Air Force Mentoring Program*.
- 1.2. Air Force Instruction (AFI) 36-3401, *Air Force Mentoring*.
- 1.3. Air Force Reserve Command Pamphlet (AFRCPAM) 36-3401, *AFRC Mentoring Program*.
- | 1.4. AFRC Study Guide (SG) 36-3401, *AFRC Mentoring Guide*.
- 1.5. AFRC Form 141, **Mentoring Process Guide** ([Attachment 1](#)).

2. Mentoring Program. The mentoring program is based on the following principles:

2.1. Mentoring is the responsibility of leadership.

2.1.1. Supervisors need to provide clear concise feedback on an individual's current performance, their professional development needs, and what is needed for short and long-term career goals.

2.1.2. Supervisors need to be accountable for subordinate's professional development.

2.1.3. Supervisors need to take an active role in the professional lives of the people he or she supervises.

2.2. The mentoring program applies to all officers, enlisted and civilian employees.

2.3. The program uses what we already have in place, effects a cultural change in professional development and not another bureaucratic process.

2.4. All eligible members have the opportunity to enhance their career.

2.5. Mentors will discuss performance, potential and professional development.

3. Recommended Process:

3.1. A computer-generated notice is sent to supervisors, six months prior to the end of the OPR, EPR, and/or Civilian Appraisal rating cycle.

3.2. The notice serves as a reminder to supervisors that mentoring activities need to be accomplished and documented on the AFRC Form 141 (see [Attachment 1](#)).

3.3. Supervisors coach, train, and mentor the individual, documenting the activities on the AFRC Form 141.

3.4. Supervisors retain the AFRC Form 141 so that informal mentoring can also be documented and progress tracked.

3.5. The date formal mentoring was accomplished should also be annotated on the AFRC Form 141.

4. Initial Strategy:

4.1. Prepare supervisors to be effective mentors. AFRC offers courses through its Professional Development Center. There are also in-house training and local civilian courses available in:

4.1.1. Interpersonal Skills.

4.1.2. Communication Skills.

4.1.3. Conflict Resolution.

4.1.4. Goal Setting.

4.1.5. Air Force History and Heritage.

4.1.6. Core Values/Ethics.

4.2. **Unit Career Assistance Advisors (UCAA)**, **Training** section personnel, and **Mission Performance** staff all participate in implementing the wing's mentoring program.

4.3. The UCAA, Training personnel, and Mission Performance staff should be knowledgeable of the regulations and processes of Air Force and AFRCs mentoring guidelines.

4.4. The key person in the mentoring program is the UCAA. The UCAA is the first resource a unit commander and/or supervisor will turn to for information on the mentoring program.

4.5. The UCAA will defer up to the wing's Mission Performance Office with questions, concerns, and resource requirements not readily available at the unit level.

4.6. A list of available resources for the mentoring program is available in the Mission Performance Library and on the web ([Attachment 2](#)).

5. Measurements. There are several ways to measure the effectiveness of the mentoring program:

5.1. Program Evaluation completed by each mentoree and reviewed collectively by Human Resources Development Council (HRDC).

5.1.1. Mentor Evaluation completed by the mentoree and trends analyzed.

THOMAS M. GISLER, JR., Colonel, USAFR
Commander

Attachment 1

SAMPLE AFRC FORM 141, MENTORING PROGRESS GUIDE

FC: 3600

MENTORING PROCESS GUIDE (Use Applicable Areas)	
SUBORDINATE NAME/GRADE SMITH / CAPT	SUPERVISOR'S NAME/GRADE/DATE JONES / MAJ / 4 MAY 02
PART I CAREER GUIDANCE (A Strategic Look at Career Progression)	
1. Five Year Goal SUPPORT FLIGHT COMMANDER	
2. Assignment Progression to Achieve Goal /Promotion Potential PME, ADDITIONAL DUTY IN INTEL, MISSION CONTROL, 7 HABITS TRAINING	
3. Possible Barriers - FAMILY TIME, CIVILIAN JOB WORK LOAD	
PART II PROFESSIONAL DEVELOPMENT (Skill Development Required to Meet Five Year Goal)	
1. Interpersonal Skills (Negotiation, Adaptability, Coping Techniques, Conflict Management, Persuasion Skills, Team Building, Self Awareness)	
a. Needs	DELEGATION, TRUSTING OWNERS
b. Assigned Activities	SUPERVISING PROJECT (OG PICNIC)
2. Communication Skills (Written, Verbal, Listening, Presentation, Facilitating Groups, Selling, Body Language and Nonverbal Messages)	
a. Needs	E-MAIL/OUT LOOK EXPERIENCE
b. Assigned Activities	BUILD INTERNAL OUTLOOK LISTS /SCHEDULE EVENTS
3. Technical Expertise (External/Internal Awareness, Financial Understanding, Academic Education, PME, Quality Awareness, Computer Literate)	
a. Needs	TECHNICAL KNOWLEDGE OSF SPECIALTIES
b. Assigned Activities	IMMERSION TRAINING WITH EACH SECTION
4. Conflict Resolution (Analysis, Perception and Negotiation Skills, Creativity, Understanding Behavioral Styles, Counseling Skills, Stress Recognition)	
a. Needs	COUNSELING SKILLS
b. Assigned Activities	SITTING IN ON CREW DEBRIEFINGS
5. Time Management (Personal Awareness, Self Direction, Motivation, Goal Setting, Decisiveness, Decision Making, Organization Skills, Delegation Style)	
a. Needs	ORGANIZATION SKILLS
b. Assigned Activities	TASK SATURATE WITH LESSON PROJECTS OCCASIONALLY
6. Goal Setting Skills (Personal Motivation, Self Awareness, Values, Creative Thinking, Planning and Strategy, Vision and Image Skills, Prioritizing, Goal Setting Process)	
a. Needs	VISION
b. Assigned Activities	WRITE PERSONAL VISION STATEMENT

7. Preparation for Management (Leadership, Delegation, Team Building, Human Resource Management, Planning Skills, Mentoring Ability, Analyzing Performance Objectives)	
a. Needs	RESOURCE MANAGEMENT
b. Assigned Activities	ASSISTANT FLIGHT COMMANDER
8. Executive Development (Political and Social Awareness, Vision and Long Range Planning, Mission Assimilation, Creative Thinking, Intuitive Skills, Delegating Style, Leadership Skills, Financial Analysis, Building Coalitions)	
a. Needs	LEADERSHIP SKILLS
b. Assigned Activities	7 HABITS TRAINING @ AFRC
9. Physical Fitness (Cardio-respiratory exercise, strength training, diet, and nutrition, desirable body composition, substance abuse, wellness examinations)	
a. Needs	N/A
b. Assigned Activities	KEEP RUNNING / WATCH WEIGHT
PART III AIR FORCE HISTORY AND HERITAGE	
1. Air Force	REVIEWED AFRCP 36-3401 P. 16-17
2. Air Force Reserve Command	" " " " P. 20-21
3. Wing/Squadron	HELPED WITH GROUP HERITAGE CEREMONY
PART IV AIR AND SPACE KNOWLEDGE	
1. Air Power Roles and Missions	COVERED IN S.D.S. COURSE
2. Space Power Roles and Missions	" " " "
3. AFRC Roles and Missions	REVIEWED AFRCP 36-3401 P. 33
PART V CORE VALUES/ETHICS	
1. Air Force Core Values	
a. Integrity	- DISCUSSED WHAT INTEGRITY MEANS TO HIM
b. Service Before Self	- EMPHASIZED SELF-LESSNESS IN DUTY PERFORMANCE
c. Excellence in All We Do	- REVIEWED WING'S HISTORY FOR EXCELLENCE/HIGH STANDARDS
2. Professional Ethics	- ENCOURAGED TO LOOK OVER J.E.R. DODD S500.7-R
ADDITIONAL COMMENTS	
ENTHUSIASTIC, MOTIVATED, NEEDS EXPERIENCE WITH OTHER AFSC REQUIREMENTS	

Attachment 2

REFERENCE MATERIAL

A2.1. There are numerous sources to refer when wanting a good understanding of how to mentor.

A2.1.1. **The Mission Performance Office** will strive to provide mentors with a well-rounded library of pertinent media concerning leadership and mentoring. Mentors are always invited to stop by and browse through the available resources. Samples of available resources:

A2.1.1.1. Audio Tapes (i.e., Seven Habits of Highly Effective People)

A2.1.2. Video Tapes (i.e., Communication – The Abliene Paradox)

A2.1.3. Books/Pamphlets (i.e., Chief Parkhurst’s Mentorship Guide for Enlisted Members)

A2.1.4. Compact Discs (i.e., Seven Habits Coach Series)

A2.2. The following is a list of **Air Force and AFRC web sites**, publications and regulations worthy of consulting for official mentoring and supervisory guidance:

A2.2.1. AFRC’s “How To” Study Guide on Mentoring (SG) 36-3401,
<https://wwwmil.afrc.af.mil/HQ/DP/Dpi/finalmentor.doc>.

A2.2.2. AFI 36-3401 - Air Force Standard Guidelines on Mentoring
<http://afpubs.hq.af.mil/pubfiles/af/36/afi36-3401/afi36-3401.pdf>

A2.2.3. The AFRC HQ Library has numerous references to choose from at the following site. After opening, click on the link - “Lists.”
<https://wwwmil.afrc.af.mil/HQ/DP/Dpi/Library.htm>

A2.2.4. The HQ AFRC Personnel Office also provides formal training at the Professional Development Center, Warner Robins, GA. Courses are described at the following web site:
<https://wwwmil.afrc.af.mil/HQ/DP/Dpi/Courses.htm>

A2.3. Air Force and AFRC guidance covers the military basics of mentoring. You may be interested in seeking **Private Sector sources** to get a broader perspective on the positive impact good mentoring relationships can have on the work place environment. Examples of these are:

A2.3.1. Team Building Concepts at <http://www.deliverthepromise.com/>

A2.3.2. Motivation and Inspiration at <http://www.lifementoring.com/>

A2.3.3. Coaching and other training at <http://www.rctm.com/app/Category/101>

A2.4. Recommended reading from Outside Reference Books on all aspects of leadership, supervision, coaching, team building, and mentoring:

A2.4.1. A Fine Young Man, Faith Popcorn.

A2.4.2. The Leader in You, Dale Carnegie & Associates.

A2.4.3. Making a Difference, Twelve Qualities that Make you a Leader, Betne.

A2.4.4. Mind of A Manager Soul of a Leader, Craig Hickman.

- A2.4.5. On Becoming a Leader, Warren L. Bennis.
- A2.4.6. The Leader: A New Face for American Management, Michael Maccoby.
- A2.4.7. Improving Leadership Effectiveness, Fred Fiedler.
- A2.4.8. Human Relations in the Military: Problems and Programs.
- A2.4.9. Guidelines for the Leader and Commander, Bruce Clarke.
- A2.4.10. The Officer as a Leader, Marshall, S.L.A. (at a Branch Office).
- A2.4.11. An Essential Guide to Setting Direction and Taking Action Leader's Change Handbook, Jay A. Conger, Gretchen Spreitzer, and Edward E. Lawler III.
- A2.4.12. Lessons in Leadership, The Peter F. Drucker Foundation for Nonprofit Management (Video comes with Facilitator's Guide for conducting workshops plus a participant's workbook (\$89.95).
- A2.4.13. The Absolutes of Leadership, Philip Crosby (\$16.50) paperback.
- A2.4.14. Managers as Mentors, Building Partnerships for Learning, Chip R. Bell (24.95) hardcover.
- A2.4.15. Beyond the Myths and Magic of Mentoring, Margo Murray (step-by-step guidelines show how to create a cost effective program that foster employee learning and growth) \$34.95.