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Personnel

AIR FORCE MENTORING PROGRAM



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The purpose of this policy directive is to formally establish mentoring in the Air Force and provide guidance for its implementation. This directive applies to all Air Force personnel--officer, enlisted and civilians. The goal of mentoring is to help each person reach his/her full potential, thereby enhancing the overall professionalism of the Air Force. The intent of this directive is to infuse all levels of leadership with mentoring to affect a culture change -- one where officers, NCOs, and civilians can pass on the principles, traditions, shared values, and lessons of our profession.

SUMMARY OF REVISIONS

The mentoring program is expanded beyond company grade officers. It now includes all officer, enlisted and civilian personnel.

1. Mentoring is a fundamental responsibility of all Air Force supervisors. They must know their people, accept personal responsibility for them, and be accountable for their professional development.

1.1. A mentor is defined as "a trusted counselor or guide." Mentoring, therefore, is a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally.

1.2. Air Force mentoring covers a wide range of areas. Among them are career guidance, professional development, Air Force history and heritage, and knowledge of air and space power. It also includes knowledge of the ethos of our profession, and understanding the Air Force's core values of integrity, service, and excellence.

1.3. Key to mentoring is the direct involvement of the supervisor in the professional development of those he/she supervises. The supervisor must continuously challenge subordinates. It is essential to provide clear performance feedback and guidance in setting realistic professional and personal development goals -- near-, mid- and long-term. Additionally, the supervisor is in a position to note evidence of stress or other personal difficulties in their people and assist in resolving it.

2. This directive establishes the following responsibilities and authorities:

- 2.1. The Air Force will establish a mentoring program for officers, enlisted, and civilian personnel that helps them reach their full potential through professional development.
 - 2.2. The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) is responsible for personnel policy matters as described in Air Force Policy Directive 90-1, *Strategic Planning and Policy Formulation*, paragraph 1.5.2. SAF/MI coordination is required before this document is changed, reissued, or rescinded.
 - 2.3. The Deputy Chief of Staff, Personnel (HQ USAF/DP) develops, coordinates, and executes personnel policy and essential procedural guidance for management of the mentoring program.
 - 2.4. HQ USAF, major commands, field operating agencies, direct reporting units, and other appropriate management-level organizations will implement this policy.
 - 2.5. Commanders at all levels are responsible for ensuring that mentoring takes place in their units.
3. Many tools are available to mentor our people. Mentors can use various tools, but professional development and air and space power are paramount and must be addressed. Private professional organizations can be helpful resources for mentors. See AFI 36-3401, *Air Force Mentoring*, for listings of some available tools.
 4. It is the inherent responsibility of Air Force leaders to mentor future leaders. At a minimum, mentoring will consist of a discussion of performance, potential, and professional development plans during the performance feedback session.
 - 4.1. The feedback should at least include promotion, PME, advanced degree work, physical fitness, personal goals and expectations, professional qualities, next assignment, and long-range plans.
 - 4.2. Mentoring will be annotated by the subordinate's rater on the applicable feedback form. Organizations may also develop their own mentoring feedback forms.
 5. Related instructions are found in AFI 36-3401, *Air Force Mentoring*.

F. WHITTEN PETERS
Secretary of the Air Force