



**Command Policy**

**MENTORING PROGRAM**

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**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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OPR: 919<sup>th</sup> SPTG/CV (Lt Col Michael B. Powell)

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This instruction establishes procedures for the 919<sup>th</sup> Special Operations Wing Mentoring Program. It augments the Air Force Instruction (AFI) 36-3401, *Air Force Mentoring* and Air Force Policy Directive (AFPD) 36-34, *Air Force Mentoring Program*. This instruction applies to all officers, enlisted and civilian personnel assigned to the 919<sup>th</sup> Special Operations Wing.

**1. Goal.** The goal of the 919<sup>th</sup> SOW Mentoring Program is to assist all assigned officer, enlisted and civilian personnel with their personal and professional development. Several programs exist to help the mentor with the subordinate's professional development. These include, but are not limited to, career guidance, performance feedback, professional military education, academic education, assignment opportunities, recognition programs, and the mentor's own experience. This program also covers Air Force history and heritage, air and space power doctrine, and Air Force core values and professional ethics.

**2. Mentoring Program.** Formal documented one-on-one mentoring coincides with the subordinate's feedback sessions (both initial and mid-course). The goal is for supervisors to mentor subordinates at least twice a year, (**Eglin Civilian Bargaining Unit members will be provided feedback four times a year, per the labor agreement**). However, either the mentor or subordinate can initiate a mentoring session at any time if they feel it is needed.

2.1. Responsibilities.

2.1.1. Commander. Commanders are responsible for promoting a robust mentoring program within their unit.

2.1.2. Air Force Supervisors. All Air Force supervisors have a fundamental responsibility to mentor assigned personnel.

2.1.3. Mentor. The immediate supervisor is the primary mentor for each subordinate. The subordinate has the right, and is encouraged, to seek additional advice from other sources or mentors. The mentor must be a positive role model, one who offers knowledge, insight, perspective or wisdom that is helpful to the subordinate in a relations that goes beyond doing one's duties or fulfilling one's obligation.

2.1.3.1. Mentoring Session. During a mentoring session the supervisor should complete a review of the subordinate's duty performance and personnel records to assess and/or establish the subordinate's current professional level. The mentor may refer the subordinate to other mentoring resources, such as the career advisor or education and training section, as appropriate. Career guidance should be one of the primary focuses during the session. The mentor's experience and organizational knowledge will be of assistance during the mentoring session. For officers, refer to Air Force Pamphlet 36-2630, *Officer Professional Development Guide* and for enlisted refer to part I of the *Career Field Education and Training Plan*.

2.1.3.2. Documentation. Supervisors may use AF Forms 724A, **Field Grade Officer Performance Feedback Worksheet (MAJ thru COL)**, 724B, **Company Grade Officer Performance Feedback Worksheet (2LT thru CAPT)**, 932, **Performance Feedback Worksheet, (MSGT thru CMSGT)**, and 931, **Performance Feedback Worksheet, (AB thru TSGT)** to document mentoring sessions on assigned military personnel.

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