



# UNITED STATES NAVY HUMAN RESOURCES COMMUNITY



MENTORING PROGRAM GUIDEBOOK



# HR Flag Leadership Message



The Human Resources Community’s greatest resource is its devoted team of talented HR professionals throughout the Fleet. The community’s mission to “Deliver HR expertise to define, recruit, develop, assign, and retain a highly skilled workforce for the Navy” is vital to the Navy’s success in the future high-end fight. Mentoring plays a substantial role in retaining the expertise essential to our community, developing future leaders, and perpetuating the community’s success. The mentor-protégé relationship is a rewarding career development tool that improves career health, longevity, and individual mission accomplishment.

While there is no single distinct path that ensures future success, the establishment of active component HR Career Tracks and the formalization of billet-based courses at the Human Resources Center of Excellence (HRCOE) will ensure we develop a team of HR professionals with a broad foundation of diverse skills, professional education, and mission-related training enabling individuals to maximize the effectiveness of each mentoring opportunity.

This guidebook is a resource for developing and maintaining a dedicated uniformed HR workforce capable of providing cutting-edge human resource services to the Fleet. It offers the mentor and protégé the information needed to foster a productive and meaningful mentoring relationship to strengthen career health and progression.

We appreciate the Training and Education Board of Directors for the time and effort spent to making the HR community stronger by revising this guide.

A handwritten signature in black ink, appearing to read "Stuart C. Satterwhite".

Stuart C. Satterwhite  
Rear Admiral, U.S. Navy

A handwritten signature in black ink, appearing to read "Michael J. Schwerin".

Michael J. Schwerin  
Rear Admiral, U.S. Navy

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# Overview and Purpose

This mentoring guidebook delineates the Human Resources (HR) Community Mentoring Program and highlights the HR community strategic goal of deliberately developing HR officers. This thoughtful development is intended to impart HR officers with skills and expertise directly aligned to evolving MyNavy HR requirements to ensure the HR community is comprised of subject matter experts in Force Development (FD), Force Management (FM), and Force Requirements and Resourcing (FR2).

HR mentorship aligns with the [Navy Leader Development Framework \(NLDF\)](#)<sup>1</sup> and is designed to recognize the diverse talents of HR officers with the primary purpose of establishing a culture of mentoring throughout the community to create highly skilled HR leaders. This mentoring guide is organized to first provide the structure of a mentoring relationship and then provide resources within the HR community to receive guidance.

## Mentorship Defined

Mentorship, as described throughout this guidebook, is generally recognized by the HR Community as a voluntary and temporary relationship between a more experienced Navy HR officer who provides personal and career assistance to a less experienced HR officer. In this “learn from me” approach, it is expected that the mentor will share their experiences and advise the protégé with regard to personal and professional growth without any bearing on the performance evaluation or mid-term counseling of the protégé.

## Mentorship Benefits

The relationship between a protégé and mentor should be mutually beneficial and requires an equal amount of work from both to be successful. In order to fully gain the benefits of the relationship, both the protégé and mentor should have an organic communication style that feels comfortable and relaxed with honest feedback. The mentorship should not be one-sided; both the protégé and mentor can learn from each other.

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<sup>1</sup> Hyperlinks may not function properly from NMCI assets due to security settings. To access online resources from NMCI assets, please refer to the list of useful resources with web addresses in [Appendix B](#).

## Complimentary Programs

With the development and incorporation of complimentary, yet independent programs and initiatives throughout the Navy, it is important to differentiate two programs that are commonly conflated with mentorship, [MyNavy Coaching](#) and [Mid-Term Counseling](#).

### MyNavy Coaching

The U.S. Navy has developed an informal and voluntary [MyNavy Coaching](#) initiative to aid in leader development and to assist personnel in becoming more coach-like. Although a coaching partnership is similar to that of a mentorship relationship, unlike a mentor, a coach does not need to be as experienced as a mentor. Coaching is a “learn with me” approach rather than the “learn from me” approach taken in mentorship. The main actions of someone who serves in the role of coach is to ask open-ended questions that inspire and motivate the coaching partner to enhance their performance, personally or professionally. The coach does not have to be the subject matter expert, does not have to be of the same rank, rate, or specialty. The coach uses active listening, demonstrates empathy, and asks powerful questions to empower the coaching partner. The coaching partner is inspired to take accountability and ownership of their development.

### Mid-Term Counseling

The U.S. Navy has also developed a required formal [Mid-Term Counseling](#) program which resembles aspects of both coaching and mentorship conversations. During the mid-term counseling conversation, a supervisor or reporting senior provides formal performance related feedback to an assigned subordinate. This feedback is conducted on a prescribed schedule with a set format and it is documented in formal performance appraisals. The performance counseling conversation may include recommendations for employees to utilize Navy mentoring programs or coaching initiatives, however the performance counseling conversation does not need to include personal or professional goals and may simply revolve around assigned duties.

## Mentoring Goals

The goals of each mentorship relationship should reflect the professional goals of the protégé in relation to their career as an HR officer. Common mentorship goals related to the HR community are completion of the Command Personnel Qualification Standard (PQS), Career Track PQS, and general record reviews. Additionally, communication regarding billet experiences, community skills, community engagement, education, professional certifications (e.g., PHR and SPHR), and HR leadership/milestones are also routine topics that are discussed in a mentorship relationship within the HR community. Mentoring should also help the protégé consciously strike a balance between work and life throughout their career based on the level of experience held by the mentor.

## Mentoring Discussion Topics

Each mentoring relationship and mentoring discussion will be unique and tailored to the needs of each protégé. Rather than replicate documentation for each of the potential topic areas, common discussion topics are listed on [page 7](#) with links to [online resources](#).

## Mentoring Timeline

Each mentoring relationship will vary in length, based on defined objectives, and should continue for the agreed upon timeline or until a natural conclusion. As mentorship relationships are voluntary, there is no minimum mentorship timeline requirement, however, open communication and transparency between the mentor and protégé is encouraged.

## Common Challenges

A mentoring relationship requires effort from the mentor and protégé to better ensure the relationship is mutually beneficial. Regardless of best efforts to establish a mutually beneficial and transparent mentorship relationship, natural obstacles exist, as listed below:

- Differing views
- Lack of trust
- Misuse of time/poor planning
- One-sided or inorganic relationship
- Poor listening
- Unrealistic expectations

## Finding a Mentor

For the Active Component (AC), an Active Duty officer should contact their region mentor coordinator or region Captain when looking for a mentor, in order to get them the best and most appropriate mentor. If regions have difficulty or need advice, they should contact the Career Track Lead (CTL). For the Reserve Component (RC), a TAR or SELRES officer should contact their Reserve Region Captain when looking for a mentor to get them the best and most appropriate mentor.

The Career Track lead for AC and Reserve Region Captain for RC should consider several factors when pairing a protégé and mentor. Factors may include, but are not limited, to the following:

- Common backgrounds, interests, and goals
- Developmental needs of the protégé
- Geographic location of personnel
- Relative rank difference
- Willingness to participate

## Mentoring Relationship Roles, Responsibilities and Relationships

A mentoring relationship typically has three parties involved: the mentor, protégé, and the protégé's supervisor. In mentoring relationships, the protégé's supervisor is often unmentioned even though they play a vital role in providing the encouragement and time for the protégé to receive mentorship. Supervisors can also assist in identifying potential mentors and provide additional awareness and skills training to the protégé. [Figure 1](#) provides an overview of the mentor, protégé, and supervisor roles in a mentorship relationship.



Figure 1. Mentor, Protégé, and Supervisor Roles and Relationships

Both the mentor and protégé have important responsibilities to create a successful mentorship with establishing trust and maintaining confidentiality as the foundation for the mentoring relationship. The broad responsibilities of the protégé and mentor are provided below:

### Mentor Responsibilities

- Be available
- Be open-minded
- Deliver honest insight, feedback, and perspective
- Establish trust and maintain confidentiality
- Motivate protégé
- Provide knowledge and experience

### Protégé Responsibilities

- Be receptive and proactive
- Coordination of session
- Establish trust and maintain confidentiality
- Initial communication
- Provide perspective/opinion

## Mentorship Categories

To leverage talent and experience, the HR community incorporates three categories of mentoring, as illustrated in [Figure 2](#), that serve to provide a structure for the HR Mentoring Program: one-on-one, regional, and community mentoring. One-on-one mentoring is as it states, a one-on-one relationship with a mentor and protégé. Natural, Situational, Formal, Online, and Supervisory are common types of one-on-one mentoring.

The Regional Mentoring focus is to establish a culture of mentorship and provide opportunities through which one-on-one mentoring relationships can most naturally transpire. Mentoring at the regional level is a team effort and is often referred to as collaborative mentoring. Regional mentoring opportunities may include speed mentoring, brown bags, meet-and-greets, social events, and mentoring match-ups. Programming is based on the

uniqueness of that particular region. The common theme, regardless of the region, is the ability to address questions about professional development in an open environment.

The third type of mentoring category, community mentoring, provides tools and resources to enable mentoring to be as comprehensive as possible. The desired outcome within all these categories is that all HR officers, regardless of rank, are afforded opportunities to develop mentoring relationships.



*Figure 2. Mentorship Category Relationship*



# Conducting a Mentoring Session

After a protégé finds a mentor through the aforementioned process, the mentor and protégé should plan their initial meeting. It is important for both the mentor and protégé to establish an appropriate mentorship relationship with an agreed upon development plan or objective with specific times/dates to meet. An effective mentor leads with questions but each protégé owns their own career path and development.

A [Quick Reference Guide](#) is provided for use during each mentoring session, which briefly summarizes the key points from this guidebook. Of those key points, a subset of the “[Do’s and Don’ts of Mentoring](#),” is provided in the [Quick Reference Guide](#).

### Initial meeting:

- Introductions
- Define roles and responsibilities
- Determine method of tracking progress
- Determine which documents to review
- Set the method and frequency of future contacts

### Second meeting:

- Discuss what each member expects to gain from the mentoring relationship
- Review the draft plan and finalize specifics

### Subsequent meetings:

- Additional meetings should be conducted, as agreed upon, to accomplish defined goals

| DOs and DON'Ts of Mentoring   |   |
|---|---|
| DO  | DON'T   |
| Consider the Officer Leader Development Paths laid out in the <a href="#">NLDF</a> , and the paygrade specific developmental milestones related to character, connections, and competence | Abuse the professional nature of the relationship |
| Discuss problems, issues, and solutions to those problems   | Create a negative base for the relationship       |
| Make the most of the opportunity and enjoy the experience   | Talk down to protégé                              |
| Provide feedback to improve the mentoring program   |   |
| Use whatever means available to make the mentoring relationship a positive and constructive one for both parties  |   |

## What Do I Review During a Mentoring Session?

Mentors may be requested by their protégé to conduct a general record review, typically consisting of the Officer Summary Record (OSR), Performance Summary Record (PSR), and Officer Data Card (ODC). Since the OSR and PSR are directly used by promotion selection boards, these reviews can be instrumental to the protégé and provide valuable insight into the protégé's career progression.

This review should confirm the accuracy of the reports and provide feedback on future opportunities for professional development (e.g., HR subspecialty codes, career tracks, and leadership/milestone experience). Mentors are encouraged to utilize current [reserve officer](#) and [active duty officer](#) statutory promotion community and merit-reorder briefs as guides to evaluate their protégé's OSR/PSR/ODC. Ideally, this review should occur more than six months prior to their protégé's eligibility for promotion to permit time for corrective actions. Further, the protégé should also be taught how to properly determine their projected promotion zoning using the annual zoning NAVADMIN and Naval Register.

In addition to documentation relating to the protégé, the following resources may provide useful and relevant information for the mentorship discussion:

- [Career tracks/AQDs](#)
- [Command Personnel Qualification Standard \(PQS\)](#)
- [Facebook®](#)
- [HR Beacon](#)
- [HR Center of Excellence \(HRCOE\)](#)
- [HR community leadership documentation](#)
- [HR community portal](#)
- [HR detailer website](#)
- [HR OCM website](#)
- [HR webinar program](#)
- [Human Resource Professional Development Training Course \(HRPDTC\) documentation](#)
- [LinkedIn®](#)
- [Navy Leader Development Framework](#)
- [Navy subspecialty codes](#)
- [Reserve HR Officer Guide](#)
- [U.S. Navy HR Officer Community Strategic Plan](#)

## What Do I Discuss During a Mentoring Session?

Since the mentoring relationship is objective dependent, the mentoring discussion should focus on short- and long-term goals, desired billets, and HR growth opportunities.

### Goal Setting

Mentors are encouraged to use [NAVPERS 1610/19](#) (Individual Development Plan) and [NAVPERS 1610/20](#) (Mid-term Counseling Checklist) to document and discuss their protégé's goals. Unlike mid-term counseling conducted by the protégé's reporting senior, based on the billet held, mentors should focus goals within HR community values. Professional goals should be limited from three to five and should be documented.

Establishing effective career goals involves the following steps:

- Establishing short- and long-range career goals
- Assessing strengths and weaknesses
- Recognizing career paths (i.e., determining paths to progression)
- Providing input on training and development options to achieve goals
- Providing lists of training references (tool kit), including web-based courses
- Listing what the protégé wants to accomplish in the short- and long-term
- Ranking the priority of achieving goals
- Listing a deadline for achieving each goal
- Identifying specific areas to track for change and improvement

### Billet Types and Prioritization

A mentor is an invaluable resource for a protégé to gain advice on billets and how to be an active member of the HR community as well as assisting with establishing career goals that will lead to a deliberately developed leader.

The types of billets to consider and discuss include:

- General billets - Prior to talking with an HR detailer, the protégé should identify billets of interest and discuss them with their mentor to gain feedback and advice; in particular, how it would affect their career track and other important HR community values for promotion and professional development.
- Leadership & milestone billets - Milestone and leadership billets are designated as a significant point of development, requiring a candidate to be screened for qualification. All HR leadership and milestone billets are approved and released by the Chief of Naval Personnel (CNP), biennially.

### HR Growth Opportunities

The HR community provides various avenues to gain knowledge. HR officers can volunteer for HR projects throughout their career. Mentors can assist with networking to gain access to those opportunities and provide guidance on ways to be involved within the community. Mentors should also encourage protégés to utilize Navy HR training opportunities.

## Appendix A: HR Mentoring Quick Reference Guide

### MENTORING QUICK REFERENCE GUIDE

Mentoring is a dynamic, structured and/or organic relationship between mentor and protégé that is built upon trust, confidentiality, reciprocal learning, honest communication, and shared experience.

| BEING A MENTOR  |  | BEING A PROTÉGÉ  |  |
|---|--|--|--|
| DO's  | DON'Ts   | DO's   | DON'Ts   |
| <ul style="list-style-type: none"> <li>Encourage and motivate</li> <li>Listen</li> <li>Promote balance</li> <li>Promote independence</li> <li>Provide constructive feedback</li> <li>Support and facilitate</li> <li>Take pride in the success of your protégé</li> <li>Teach by example</li> </ul>   | <ul style="list-style-type: none"> <li>Condemn</li> <li>Force</li> <li>Lose critical oversight</li> <li>Protect from experience</li> <li>Take over</li> <li>Use undue influence</li> </ul> | <ul style="list-style-type: none"> <li>Avoid perfectionism</li> <li>Maintain balance</li> <li>Support your peers</li> <li>Take the initiative</li> <li>Voice thoughts and concerns</li> <li>Work hard</li> </ul>   | <ul style="list-style-type: none"> <li>Abuse the relationship</li> <li>Sidestep work</li> <li>Stay in your comfort zone</li> </ul> |
| STARTER QUESTIONS   |  |  |  |
| <ul style="list-style-type: none"> <li>How can I help/where do you need the most help?</li> <li>What are you doing very well that is helping you get there?</li> <li>What are you not doing well that is preventing you from getting there?</li> <li>What do you hope to achieve from this mentoring relationship?</li> <li>What is it that you really want to be and do?</li> <li>What will you do differently tomorrow to meet those challenges?</li> </ul> |  | <ul style="list-style-type: none"> <li>What are your goals for our mentoring relationship?</li> <li>What does work/life balance look like for you?</li> <li>What is the most helpful piece of advice you have ever received?</li> <li>What was the biggest lesson you learned in your career?</li> <li>Why did you decide to be a mentor?</li> </ul> |  |
| QUESTIONS TO CONSIDER   |  | POTENTIAL SOURCES OF INFORMATION   |  |
| <ul style="list-style-type: none"> <li>What actions are needed before the next meeting?</li> <li>What are the goals of the protégé?</li> <li>What is the timeline for the mentoring relationship?</li> <li>What steps are needed to meet the professional goals of the protégé?</li> <li>When will we meet next?</li> </ul>   |  | <ul style="list-style-type: none"> <li>Fitness Reports (FITREP)</li> <li>Mid-term counseling feedback</li> <li>Officer Data Card (ODC)</li> <li>Performance Summary Report (PSR)</li> <li>Protégé's long- and short-term goals</li> </ul>  |  |
| BENEFITS OF MENTORING   |  |  |  |
| TO MENTOR   |  | TO MENTEE  |  |
| <ul style="list-style-type: none"> <li>Develop potential resource for assistance</li> <li>Fresh perspective</li> <li>Identify training needs of the HR community</li> <li>Share knowledge and expertise</li> </ul>  |  | <ul style="list-style-type: none"> <li>Appreciation of the HR community</li> <li>Develop the fundamentals to success</li> <li>Increased motivation</li> <li>Personal and professional growth</li> </ul>  |  |



## Appendix B: Useful Resources with Web Addresses

- Career tracks/AQDs:  
<https://www.mynavyhr.navy.mil/Career-Management/Community-Management/Officer/Active-OCM/Restricted-Line/Human-Resources/>
- Community and merit-reorder briefs:  
<https://www.mynavyhr.navy.mil/Career-Management/Boards/Active-Duty-Officer/Community-Briefs/>  
<https://www.mynavyhr.navy.mil/Career-Management/Boards/Reserve-Officer/Community-Briefs/>
- Command Personnel Qualification Standard (PQS):  
<https://www.mynavyhr.navy.mil/Portals/55/Reference/MILPERSMAN/1000/1300Assignment/1301-234.pdf?ver=PkjxkgZyXurK4n MddTUsQ%3d%3d>
- Facebook®:  
<https://www.facebook.com/groups/NavyTFHR/>
- HR Beacon:  
[https://www.mynavyhr.navy.mil/Portals/55/Career/OCM/Active/Restricted/HR\\_Beacon\\_21-06\\_FY22\\_Indefinite\\_Recall\\_Opportunity\\_v1.pdf?ver=al8lzlcGU3NHOrz1rlCxXw%3d%3d](https://www.mynavyhr.navy.mil/Portals/55/Career/OCM/Active/Restricted/HR_Beacon_21-06_FY22_Indefinite_Recall_Opportunity_v1.pdf?ver=al8lzlcGU3NHOrz1rlCxXw%3d%3d)
- HR Center of Excellence (HRCOE):  
<https://cle.nps.edu/portal/xlogin>
- HR community leadership documentation:  
<https://cle.nps.edu/portal/site/b125e21b-daf6-4bde-bb99-27ef5a2c086d/tool/d8ba8c93-b00b-4aff-bc18-cf139867db69?panel=Main>
- HR community portal/Human Resource Professional Development Training Course (HRPDTTC) information:  
<https://cle.nps.edu/portal/site/b125e21b-daf6-4bde-bb99-27ef5a2c086d/tool/d8ba8c93-b00b-4aff-bc18-cf139867db69?panel=Main>
- HR detailer/OCM website:  
<https://www.mynavyhr.navy.mil/Career-Management/Detailing/Officer/Pers-44-Staff-RL/Human-Resources/>
- HR webinar program:  
<https://cle.nps.edu/portal/site/b125e21b-daf6-4bde-bb99-27ef5a2c086d/tool/d8ba8c93-b00b-4aff-bc18-cf139867db69?panel=Main>
- Individual Development Plan (NAVPERS 1610/19):  
[https://www.mynavyhr.navy.mil/Portals/55/Reference/Forms/NAVPERS/NAVPERS\\_1610-19\\_10-2021.pdf?ver=190D8q-nx9q69pvP-Z3Pmw%3d%3d](https://www.mynavyhr.navy.mil/Portals/55/Reference/Forms/NAVPERS/NAVPERS_1610-19_10-2021.pdf?ver=190D8q-nx9q69pvP-Z3Pmw%3d%3d)
- LinkedIn®:  
<https://www.linkedin.com/groups/14100173>
- Mid-Term Counseling:  
[https://www.mynavyhr.navy.mil/Career-Management/Performance-Evaluation/MidTerm\\_Counseling/](https://www.mynavyhr.navy.mil/Career-Management/Performance-Evaluation/MidTerm_Counseling/)
- Mid-term Counseling Checklist (NAVPERS 1610/20):  
[https://www.mynavyhr.navy.mil/Portals/55/Reference/Forms/NAVPERS/NAVPERS%201610-20\\_10-2021.pdf?ver=uOluGqH1lqvWK7XyIPQs8A%3d%3d](https://www.mynavyhr.navy.mil/Portals/55/Reference/Forms/NAVPERS/NAVPERS%201610-20_10-2021.pdf?ver=uOluGqH1lqvWK7XyIPQs8A%3d%3d)
- MyNavy Coaching:  
<https://www.mynavyhr.navy.mil/Career-Management/Talent-Management/Coaching/>
- Navy Leader Development Framework (NLDF):  
<https://media.defense.gov/2020/May/18/2002302036/-1/-1/1/NLDF3MAY19.PDF>
- Navy subspecialty codes:  
<https://www.mynavyhr.navy.mil/Career-Management/Education/Subspecialty/>
- Reserve HR Officer Guide:  
[https://www.mynavyhr.navy.mil/Portals/55/Career/Detailing/Officer/HR/Links/HR-RCOfficerGuideNov2013.pdf?ver=OzfKSIZjWq2m\\_5CSflca0g%3d%3d](https://www.mynavyhr.navy.mil/Portals/55/Career/Detailing/Officer/HR/Links/HR-RCOfficerGuideNov2013.pdf?ver=OzfKSIZjWq2m_5CSflca0g%3d%3d)
- U.S. Navy HR Officer Community Strategic Plan:  
[https://www.mynavyhr.navy.mil/Portals/55/Career/Detailing/Officer/HR/CommunityDocs/Human%20Resources%20\(HR\)%20Officer%20Community%20Strategy%20\(final\)%20\\_2020%20to%202025.pdf?ver=sqQOyZnalsvn24s2-dnhMg%3D%3D](https://www.mynavyhr.navy.mil/Portals/55/Career/Detailing/Officer/HR/CommunityDocs/Human%20Resources%20(HR)%20Officer%20Community%20Strategy%20(final)%20_2020%20to%202025.pdf?ver=sqQOyZnalsvn24s2-dnhMg%3D%3D)