



DEPARTMENT OF THE NAVY
UNITED STATES NAVAL ACADEMY
COMMANDANT OF MIDSHIPMEN
ANNAPOLIS MARYLAND 21402-5100

COMDTMIDNINST 5351.1
14 Nov 03

COMDTMIDN INSTRUCTION 5351.1

Subj: BRIGADE MENTORING PROGRAM

Ref: (a) COMDTMIDNINST 5400.6D, Midshipmen Regulations
(b) COMDTMIDNINST 1610.2B, Administrative Conduct System Manual

Encl: (1) Individual Development Plan
(2) Mentor Counseling Tracking Sheets
(3) Mentor Assignment Letter (mentor)
(4) Mentor Assignment Letter (protégé)

1. Purpose. To establish a command mentoring program for the Brigade of Midshipmen at the U. S. Naval Academy, and to promulgate procedures and requirements for the effective execution of the program.

2. Background. Mentoring is an established professional development tool used both formally and informally throughout the history of the U. S. Navy. Effective mentoring increases productivity, overall performance, and the career satisfaction of the subordinate who is being mentored. Mentoring develops and refines additional leadership skills in the mentor, and provides increased opportunities for the mentor to share his or her training, experiences, and professional lessons learned with their protégé. Under the Brigade Mentoring Program, first class midshipmen will be paired with fourth class plebes in an effort to maximize the professional potential of both. This program is in no way intended to replace the chain of command, but rather to complement it through increased professional interaction and training with designated midshipmen at the company level. This relationship will be professional in nature and adherence to existing regulations is required. Its focus will be on professional development and career planning. First class midshipmen have made a commitment to the Naval Academy and, coupled with three years of summer cruises and a broad base of a variety of experiences, have the capacity to pass on knowledge of the tools behind their success. First class are familiar with the necessary preparations for service assignment and frequently possess practiced counseling skills acquired through their various leadership experiences. It is this potential the

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Brigade Mentoring Program seeks to tap and treat as a conduit through which succeeding classes may participate and observe. The Brigade Mentoring Program serves a different purpose than the coaching that third class midshipmen provide towards the plebes. Youngsters will continue to act as coaches by providing plebes with the basic survival skills they need in order to successfully function within the organization. The requirements and policies of references (a) or (b) will always supersede those in this instruction.

3. Structure. The program will be structured in the following manner.

a. Company Officers (COs)/Senior Enlisted Leaders (SELs) shall nominate first class midshipman mentors. Nominees shall not normally have received a grade of less than B in aptitude for commissioning and conduct since the beginning of their second class year. They must have a current grade of C or better on the Physical Readiness Test (PRT) and shall not be currently enrolled in any remediation program (e.g., honor, conduct, aptitude, weight control). COs/SELs may propose a first class midshipman who does not meet all of the above criteria if, in their professional opinion, the midshipman has the potential to be an effective mentor.

b. Mentors will be selected from the same company as the protégés. Ideally, mentors should not serve more than two protégés at a time in order to minimize the excessive burden that mentorship may entail. Every effort should be made to avoid assigning mentors who are in the same direct chain of command (squad or platoon) as the protégé.

c. The CO/SEL should make the mentor/plebe pairings according to their assessment of which pairings will be most beneficial to the plebe. Strengths and weaknesses of the mentor shall be considered, as shall those factors which are likely to increase the success of the partnership. Shared interests are not required, but may be helpful in establishing a bond. The CO/SEL should keep in mind that although the Brigade Mentoring Program does not prohibit teammates or ECA participants from mentoring plebes within their sport or club activities, the scope of the numbers of upperclass who may act as mentors will be increased by avoiding "obvious" pairings which rely on these common interests.

d. Mentors will meet with their assigned protégés a minimum of twice per month and document the location, time, and duration of the meetings. Mentors are required to track the progress of the protégé toward achieving his or her goals as listed on the Individual Development Plan. Records documenting the protégé's progress will be maintained in the member's performance jacket. The CO/SEL shall review this information on a regular basis to ensure and track the program's effectiveness.

e. The CO/SEL may, at the request of either the mentor or the protégé, make reassignments at any time during the year. This is in recognition of the unforeseen or unpredictable issues that may arise which preclude the effective mentoring of one specific individual by another. Such requests shall be made in writing, acted upon by the CO/SEL, and shall normally be approved.

4. Action

a. The Brigade Master Chief (BMC) will oversee the Brigade Mentoring Program for compliance and execution. The Brigade Commander is responsible for execution of the program and will regularly report to the BMC as to its execution and effectiveness.

b. Plebes will begin to develop and set their goals for their career as midshipmen during Plebe Summer. This allows plebes to design and formulate their aspirations at the very start of their training at the Naval Academy. Plebes that might otherwise elect to resign during the summer may be encouraged to stay if they have a clearer vision of what they can be challenged to achieve and how they can best tailor their experiences to fit their desires. Plebes will be required to complete an Individual Development Plan (IDP) (enclosure (1)) which details their academic, physical fitness, professional development, and personal goals. On the IDP, the plebe will indicate short-term academic goals, such as SQPR and majors selection, as well as long-term academic goals, such as scholarship or graduate education opportunities. They will also indicate physical fitness goals, such as PRT, sports, or non-USNA endeavors they desire to pursue. The IDP will allow documentation of professional goals, such as summer cruises, internships, or even tentative service selection preferences if they exist. Lastly, the plebe will provide information on personal goals they wish to attain via clubs or ECAs and the

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amount of involvement they would like to have with church, family, and sponsors. The IDP should emphasize the successful balancing between all aspects of a midshipman's life. Plebe Summer detailers will assist the plebes in completing their IDP. Training time for this evolution should be set aside in the Master Training Schedule during the latter half of the second set.

c. The mentor shall document each bimonthly session using a mentor counseling tracking record. The mentor should also maintain a separate counseling notebook for more detailed notes. The plebe and mentor shall review and/or revise the IDP at least once per semester. At the end of a semester, the mentor shall summarize the plebe's progress, with a concentration on the IDP. This summary shall be entered on the mentor counseling tracking sheet, and both the plebe and mentor shall sign it.

d. The CO/SEL will nominate first class midshipmen for selection as mentors by 20 May of the previous year per the previously listed guidance and criteria in paragraph 3. Mentor/protégé pairings shall be made after the plebes complete the IDP. In order to maximize benefits of the program, the mentor/protégé partnership should begin as soon after reform as possible.

e. The CO/SEL will include a comment in the FITREP of each midshipman mentor regarding the extent of his or her participation in the mentoring program and the effectiveness with which he or she has supported his or her plebe's professional and personal development. The CO/SEL will also ensure mentors are meeting with their assigned plebes/protégés and that the proper documentation is completed and entered into company records.

f. The CO/SEL must be immediately notified of any significant or serious issues or concerns that result from the mentoring program. There is neither explicit nor implied confidentiality between the mentor and the protégé under the Brigade Mentoring Program. The first class mentor, as the senior party in this professional relationship, bears the majority of the responsibility for recognizing, acting on, and reporting any problems or issues.

5. Training. The CO/SEL will train the second set Plebe Summer squad leaders on the appropriate intent and administration of the IDP. During academic year reform, the CO/SEL will train the assigned mentors on the duties and responsibilities of their new role. COs/SELs will have continual access to an approved standard training plan which delineates the explicit intent and administration of the mentor program.

6. Resources. All pertinent instructions, administrative forms and training materials are available on the Commandant's Staff shared drive. The Brigade Mentoring Program Webpage shall also provide links to these media, as well as online information for other mentoring resources. Online CNET mentoring courses and other resources are available at applicable links on the web pages <http://www.navylearning.navy.mil> and <http://www.staynavy.mil>.



CHARLES J. LEIDIG

Distribution:
C-1 (Electronically)

Individual Development Plan Questionnaire

Name:

Alpha:

Company:

Proposed Service Assignment:

What are your reasons for coming to USNA?

Explain the reasons behind your proposed service assignment.

What are your academic goals while at USNA? Comment on both short term (SQPR, major selection) and long term (scholarships, graduate education) goals.

What are your professional goals while at USNA? Include any summer cruises or internships you would like to participate in as well as any billets or collateral duties you would like to hold.

What are your physical goals while at USNA? Include PRT and PE course goals. Also include sports and any non-USNA academic endeavor you are interested in.

What are your personal goals while at USNA? Discuss any clubs or ECAs you would like to join and the amount of involvement you would like with church, family and sponsors.

Comment on how you think accomplishing these goals/milestones will prepare you for your intended service assignment.

Submitted by:
(protégé)

Counseled by:
(mentor)

Mentor Counseling Tracking Record

This record is to be maintained in the protégé's performance jacket. The mentor shall make bi-monthly entries and a comprehensive summary at the end of a semester, which both members shall sign. Use extra pages if necessary.

Name:

Mentor:

Alpha:

Date:	Notes:
Aug	
Sep	
Sep	
Oct	
Oct	
Nov	
Nov	
Dec	
Dec	
Semester Summary:	

Protégé

Mentor

Encl (2)

Mentor Counseling Tracking Record

This record is to be maintained in the protégé's performance jacket. The mentor shall make bi-monthly entries and a comprehensive summary at the end of a semester, which both members shall sign. Use extra pages if necessary.

Name:

Mentor:

Alpha:

Date:	Notes:
Jan	
Jan	
Feb	
Feb	
Mar	
Mar	
Apr	
Apr	
May	
Semester Summary:	

Protégé

Mentor

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Date

MEMORANDUM

From: Brigade Master Chief, United States Naval Academy
To: (Mentor's name)

Subj: ASSIGNMENT AS A MENTOR

Ref: (a) COMDTMIDNINST 5351.1

1. Congratulations on your assignment as mentor for (*protégé's name*). Today's Naval Service is being challenged in ways never imagined. These challenges come at a time of great foreign and domestic risk to the Nation. It is imperative the Naval Academy commission only those warriors who have been educated, trained, and mentored, and are prepared to successfully operate in this unique time and environment. As a mentor to this fourth class midshipman, you assume responsibility for the initial professional and personal development of a future Naval leader. There is no doubt this positive leadership experience will better prepare you to enter our operating forces.

2. Reference (a) details the Brigade Mentoring Program. Your protégé's squad leader has already assisted (*protégé's name*) in formulating an Individual Development Plan (IDP). As the mentor, you will decide on the periodicity to meet to discuss the plan, progress and accomplishments, as well as setbacks and solutions (minimum twice monthly). You must stress the importance of academics, honor, conduct, aptitude for commissioning, professional development, and physical fitness. Your interaction with (*protégé's name*) will be the first step in the development of the long-term goals of service assignment and commissioning. You are to make initial contact and initiate communication with your protégé immediately.

3. Your performance as a mentor is extremely important. You are laying the foundation for (*protégé's name*) success as a midshipman and in the future as a leader in our Naval service. On any given day you can be a teacher, guide, motivator, advisor, role model, coach and counselor. You set the stage for a positive attitude and create an atmosphere for continued success.

W. N. NISSEN

Encl (3)

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Date

MEMORANDUM

From: Brigade Master Chief, United States Naval Academy
To: (Protégé's name)

Subj: ASSIGNMENT AS A MENTOR

Ref: (a) COMDTMIDNINST 5351.1

1. Congratulations! (*mentor's name*) has been carefully selected and assigned as your mentor.
2. Reference (a) details the Brigade Mentoring Program. Your squad leader has already assisted you in formulating your Individual Development Plan (IDP). Using your IDP, you and your mentor will develop your short-and long-term professional and personal goals. You will also review all qualification and training requirements. Together, you will decide on the periodicity for you to meet and discuss progress and accomplishments as well as any set backs and solutions (minimum twice monthly).
3. (*Mentor's name*) will be contacting you soon. If you have not met with your mentor within three days you should bring the issue to your squad leader. (*Mentor's name*) is a successful first class midshipman with many accomplishments. You should utilize your mentor's past experience(s) and knowledge to your benefit - ask questions and discuss answers and/or recommendations. You are expected to work closely with your mentor and establish your "road map" to a successful experience at the Naval Academy, service selection, and ultimately, commissioning.
4. Good luck!

W. N. NISSEN

Encl (4)