



DEPARTMENT OF THE NAVY
OFFICE OF THE JUDGE ADVOCATE GENERAL
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IN REPLY REFER TO:

JAG/CNLSCINST 1500.1
Code 61
MAY -7 2012

JAG/COMNAVLEGSVCCOM INSTRUCTION 1500.1

From: Judge Advocate General
Commander, Naval Legal Service Command

Subj: JUDGE ADVOCATE GENERAL'S CORPS MENTORING PROGRAM

Ref: (a) JAGINST 1740.1 (series)
(b) COMNAVLEGSVCCOMINST 5800.1 (series)

1. Purpose. To provide policy, guidance and responsibilities for the execution and management of the Judge Advocate General's (JAG) Corps Mentoring Program.

2. Background. A component of leadership, mentoring contributes to mission accomplishment and is a key factor impacting career success.

3. Applicability. This instruction applies to every officer, enlisted and civilian member of the JAG Corps community. On October 1, 2012, Naval Legal Service Offices (NLSOs) will be disestablished, and Defense Service Offices (DSOs) will be established. Thereafter, all references to NLSOs in this instruction shall be applicable to DSOs.

4. Policy

a. The JAG Corps community is committed to ensuring each member of the JAG Corps has opportunities to develop strong mentoring partnerships by fostering a culture of inclusion, creating networking opportunities and providing resources to support professional relationships between juniors and seniors. Mentoring augments, but never substitutes for, effective leadership. Mentoring efforts are designed to retain talent, strengthen bonds between junior and senior personnel, build morale and *esprit de corps*, and transfer professional knowledge. Mentoring junior personnel is an inherent element of JAG Corps leadership. It is incumbent upon seniors to reach out to junior personnel and the responsibility of juniors to seek out mentorship opportunities.

b. The JAG Corps Mentoring Program is designed to:

(1) Create a culture where individuals establish and leverage a mentoring support network to increase professional development and career satisfaction.

(2) Provide all personnel with the opportunity to have a mentor and mentoring opportunities that contribute to individual professional development.

(3) Underscore the availability of mentors as resources for overcoming perceived obstacles to career success.

(4) Increase professional interaction and networking opportunities between junior and senior members of the JAG Corps.

(5) Create social networking opportunities and training resources dedicated to mentoring.

(6) Promote mentorship through training and best practices.

5. Key Aspects of the JAG Corps Mentoring Program. The Program's strategy is multifaceted in its focus and approach, underscoring the importance of the chain of command, one-on-one mentoring partnerships, peer mentoring, networking, communication, and mentoring resources to achieve objectives.

a. Chain of Command. The JAG Corps Mentoring Program is designed to augment leadership and guidance provided by the Chain of Command's daily interaction with personnel. Chain of Command support, professional bonds between junior and senior personnel, and career management tools (such as career development boards, the command sponsor program, and the command indoctrination program) remain the foundation of all successful mentoring programs. Commanding Officers, Senior Enlisted Advisors, and civilian leadership shall continue to ensure all military and civilian career development tools are maximized within their commands.

b. One-on-One Mentoring. Taking into account professional objectives and life circumstances, one-on-one insight and guidance helps individuals navigate a path to success with greater ease and satisfaction. Mentoring partnerships are built on trust and a personal connection.

c. Peers. Peers play an important role in creating a culture of inclusion. As individuals grow in their careers, peers become trusted confidants who provide counsel regarding professional development and shared successes, lessons learned, challenges, etc.

d. Networking. Networking is an essential first step in developing mentoring partnerships and creating a culture of inclusion. Exposing members to the talent, professionalism and experience of other members exposes juniors to the opportunities that lay ahead and enables individuals to select mentors/mentees to whom they relate and trust.

e. Communication. Regular communication regarding Navy and JAG Corps mentoring initiatives, best practices, networking opportunities, and mentoring resources will be promoted throughout the JAG Corps community.

6. Responsibilities

a. Deputy Judge Advocate General (DJAG) / Commander, Naval Legal Service Command (CNLSC):

(1) Maintain oversight for planning, training, coordinating, and implementing enterprise-wide mentorship initiatives and ensure alignment with Navy mentoring policies.

(2) Assess each NLSC Commanding Officer's support of the JAGC Mentoring Program and overall mentoring efforts within their respective commands as an element of command and individual evaluation.

b. The Assistant Judge Advocate General, Operations and Management (AJAG (06)) / Chief of Staff, Region Legal Service Offices (COS RLSO) and Chief of Staff, Naval Legal Service Offices (COS NLSO) shall assess each RLSO and NLSO commanding officer's support of the JAGC Mentoring Program and overall mentoring efforts within their respective commands as an element of command and individual evaluation.

c. The JAG Corps Senior Enlisted Leader (OJAG Code 004) shall provide counsel and recommendations to the AJAG (06) regarding policy and initiatives related to mentoring Legalmen.

d. Executive Director, Operations and Management shall provide counsel and recommendations to the JAG, CNLSC and AJAG (06) regarding policy and initiatives related to mentoring civilian employees. The Executive Director will ensure all civilian personnel newly hired within the JAG community participate in a standardized, formal orientation program. Participation is not required for civilian personnel who recently left the active duty community of the JAG Corps. The program will include the JAG Corps' mission, structure, roles and responsibilities, and information regarding the United States Navy customs and courtesies.

e. Director, Office of the Judge Advocate General (OJAG) Code 61:

(1) Serve as the Mentoring Program Manager.

(2) In coordination with Head, Management and Support Branch (Code 64.2), develop and maintain current community-wide on-line directories of officer, enlisted and civilian personnel to facilitate mentoring relationships.

(3) Through NLSC Commanding Officers and Professional Development Officers (PDOs), track all first-tour judge advocates in their first two years of service to ensure that each junior officer has a mentor throughout this critical development period.

(4) Incorporate mentoring program objectives in the Judge Advocate General's annual Recruiting and Retention Guidance provided to Commanding Officers.

(5) Collect information on mentoring best practices within the JAG Corps and Naval Legal Service Command.

g. The NLSC Inspector General will ensure that command mentoring programs are evaluated by each Article 6 inspection team.

h. Commanding Officer, Naval Justice School (CO, NJS):

(1) Identify training programs and materials focused on mentoring. Training may be focused on developing effective

mentoring skills, leadership development, and career development paths for judge advocates, Legalmen and civilians. Mentoring segments will be included during the PDO Course, Prospective Executive Officer and Commanding Officer courses and the Lieutenant Commander Leadership Training Symposium.

(2) Coordinate with the Executive Director, Operations and Management Directorate (OJAG Code 06A) to identify available programs, training curricula and venues specific to leadership and career development for civilian employees.

i. RLSO and NLSO Commanding Officers:

(1) Include mentoring objectives and an execution plan in the annual "Recruit and Retain" plan of action submitted to OJAG Code 61, articulating activities supporting networking opportunities and mentoring partnerships. Commanding Officers will identify mentoring best practices in their annual Recruit and Retain plan. RLSO and NLSO Commanding Officers are encouraged to collaborate in developing mentoring opportunities.

(2) Ensure all first-tour junior officers have identified a mentor within six months of reporting and retain a mentor through the initial first tour. This mentor will generally be an officer other than the command sponsor assigned under reference (a).

(3) Encourage all personnel, military and civilian, to participate in mentoring initiatives.

(4) For RLSO Commanding Officers: Provide guidance, direction, and support to their assigned PDOs in their execution of mentorship program requirements.

(5) For NLSO Commanding Officers and Officers in Charge: Liaise with the assigned RLSO PDO to ensure mentorship needs of NLSO personnel are considered and met.

(6) Foster an environment in each geographic region that allows for mentorship pairings to be promoted through networking events.

j. PDOs. As described in reference (b), PDOs play a critical role in developing JAG Corps personnel, especially judge advocates. In support of the Mentoring Program, PDOs will:

(1) Assist cognizant Commanding Officers in establishing and maintaining an effective mentorship program within the command.

(2) Assist cognizant Commanding Officers with ensuring every first-tour judge advocate has been matched with a mentor within six months of reporting to the command. The role of the PDO is to facilitate this matching, only assigning a mentor when an officer is not able to or declines to identify a mentor. Mentors do not need to be members of the same command as the junior officer they are assisting.

(3) At least annually, provide Code 61 with an accurate roster of officers, Legalmen, and civilians who have volunteered to be mentors.

(4) Provide Code 61 with a list of first-tour officers and the mentor(s) that the officers have identified. This report will be provided three times a year, in May, July and November, to coincide approximately with the six month anniversary of BLC graduations.

k. Mentors:

(1) Indicate availability and willingness to mentor through the local PDO.

(2) Prospective mentors may reach out to potential mentees to suggest a mentoring partnership.

(3) Once paired with a mentee, make reasonable efforts to stay in touch. Contact, whether in person, on the phone, or through electronic means, should be made at least monthly for those officers in their first 24 months on active duty.

(4) There is no requirement for a formal, signed mentorship agreement. However, it is in the interest of both mentors and mentees to discuss their expectations from the mentoring arrangement early in the relationship. Navy Personnel Command provides training, handbooks, and best practices for mentors at <http://www.public.navy.mil/bupers-npc/support/diversity/mentoring/Pages/Resources.aspx>.

1. Mentees:

(1) Within six months of reporting to their command, all first-tour JAGC officers shall identify at least one mentor that is not part of their immediate chain of command.

(2) Mentoring partnerships may develop naturally through the course of normal interactions with judge advocates outside the chain of command.

(3) Other mentoring relationships may require assistance to get started. Take advantage of local JAG social events, networking luncheons, professional development events, etc. to meet other judge advocates in the area. Navy Personnel Command provides resources for mentees at <http://www.public.navy.mil/bupers-npc/support/diversity/mentoring/Pages/Resources.aspx>.

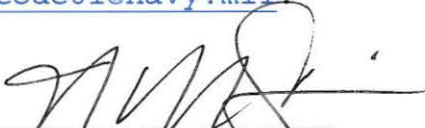
(4) Once a relationship is formed, first tour officers will ensure that the PDO at the area RLSO is informed.

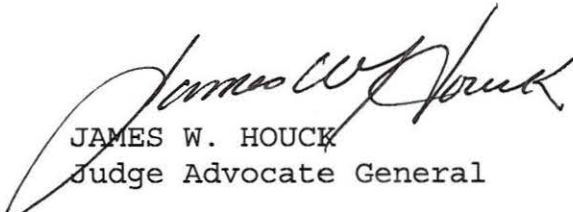
(5) Once a first-tour judge advocate has completed his/her PCS to their second duty station, it will be up to each officer to decide if mentoring partnerships formed during the first tour will continue or if the officer would prefer to seek out new mentors.

m. The OJAG Public Affairs Officer (PAO) shall include mentoring as a topic in strategic communication plans and provide guidance to the JAG Corps community about incorporating social media into mentoring efforts.

7. Effective date. This instruction is effective on 1 Oct 2012.

8. Point of contact. Code 61 is the point of contact for all matters relating to this instruction and may be reached at Code61@navy.mil


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Distribution:

Electronic only via the Office of the Judge Advocate General website, <http://www.jag.navy.mil>.