

## 18.200 RECRUIT OFFICER MENTORING PROGRAM

### **Reference:**

Procedure 13.100, Field Training Officer Program  
 Procedure 18.107, Peer Support Program  
 U.S. Department of Justice, Bureau of Justice Assistance  
 Generations at Work: Zemka, Raines, Filipczak, 2000  
 Mentoring: Floyd Wickman, Terry Sjodin, 1996  
 A Mentoring Program to Help Reduce Employee Turnover: April Kranda, The Police Chief, June 1997  
 Women in Policing: The Importance of Mentoring: April Kranda, The Police Chief, October 1998

### **Purpose:**

- To promote professional growth.
- Inspire personal motivation.
- Enhance effectiveness of police services.
- Promote officer wellness.
- Assist with professional development.
- Encourage mistake avoidance.

### **Policy:**

The mentoring program is strictly voluntary. No overtime compensation may be used for either training or mentoring activities.

Mentors must be willing to voluntarily change their normal work hours for any training or social gatherings with their mentees.

Provide veteran officers with an opportunity to engage and inspire new employees.

Ensure the continuity and quality of policing in Cincinnati is being handed down to the next generation of officers.

Mentors will act in the best interests of the mentee.

Mentors will undergo training as recommended by the Wellness Coordinator.

Mentors and mentees will submit monthly email surveys back to the Wellness Coordinator.

### **Information:**

Mentoring is a mutually beneficial relationship in which a knowledgeable and skilled veteran officer (mentor) provides insight, guidance, and developmental opportunities to a newly hired colleague.

The role of the mentor and the field training officer (FTO) are distinct yet complement each other. The role of the FTO is to train and develop effective police officers.

The mentor's role is supportive and relational. Mentoring is not performance evaluation.

The mentor is responsible for contacting the new employee before the agency appointment date and assisting with an effective transition into the police organization by answering questions and serving as a resource for information.

The mentor maintains contact with the recruit during academy training and throughout the FTO training period, to provide support, guidance, and encouragement.

### **Mentoring Benefits for Mentors:**

Mentors are personally rewarded for spotlighting and developing talent.

Mentors must be knowledgeable of department policies, procedures, and contemporary policing practices.

Mentors pave the way for others, thereby leaving their legacy in the department.

Mentors are viewed as valuable in the organization and are respected by colleagues.

Mentors obtain varying perspectives from their mentee, which generates creativity.

Mentors "get by giving."

Mentors derive great satisfaction from seeing a colleague succeed because of their efforts.

### **Mentoring Benefits for Mentees:**

Increases likelihood for success. Mentors help mentees gain competency and avoid failure.

Assists mentee in setting goals and charting career paths.

Encourages and provides opportunities for new experiences and professional growth.

Helps the mentee avoid pitfalls and learn through real-life examples.

Enhances the mentee feeling of worth to the mentor and the organization.

Encourages self-confidence by cheering mentee achievements.

### **The Benefits of Formal Mentoring:**

Ensures that all employees will receive the benefits of a mentoring relationship.

Promotes agency loyalty and inclusiveness.

Identifies program goals.

Creates program structure and procedures.

Defines mentor/mentee roles and responsibilities.

**Procedure:**

- A. Mentoring Program Requirements and Qualifications.
  - 1. Mentors must have five or more years seniority.
    - a. No written reprimands or suspensions within the last three years.
    - b. No sustained pattern of negative behavior.
    - c. A minimum of *Meets Standards* on yearly evaluation.
  - 3. FTOs currently assigned a PPO may not serve as a mentor to their assigned PPO.
    - a. FTO/PPO assignments will be based on mentor/mentee assignments to avoid a conflict with this rule.
  - 4. Any member of the department, regardless of rank may serve as a mentor.
  - 5. Sworn personnel already assigned to the Peer Support Team are encouraged to serve as a mentor.
- B. Sworn Personnel Selection
  - 1. Submit CPD Form 17 through Chain of Command.
    - a. Approved Form 17s will be forwarded to the Wellness Coordinator.
  - 2. The Command staff and selection board will make final selections.
- C. Recruit Officer Program Responsibilities
  - 1. Mentor Responsibilities
    - a. Attend required on-duty training.
    - b. Make weekly contact with mentee beginning with one week prior to Academy start date.
    - c. Will attend any other events recommended by the Wellness Coordinator.
    - d. Encourage and model value-focused behavior.
    - e. Share critical knowledge and experience.
    - f. Listen to personal and professional challenges.
    - g. Set expectations for success.
    - h. Offer wise counsel.
    - i. Help build self-confidence.
    - j. Offer friendship and encouragement.

- k. Provide information and resources.
  - l. Offer guidance, give feedback, and cheer accomplishments.
  - m. Discuss and facilitate opportunities for new experiences and skill building.
  - n. Assist in mapping career plan.
2. Mentee/Recruit Responsibilities
- a. Clearly define personal employment goals.
  - b. Accept mentoring assistance.
  - c. Listen to what others have to say.
  - d. Be assertive-ask good questions.
  - e. Ask for help when needed.
  - f. Respect the mentor's time and agency responsibilities.
- D. Establishing Recruit and Mentor Connections and Selections
1. Prior to starting the police academy, recruits and assigned sworn personnel will be sent a personal questionnaire.
- a. Career goals/assignments
  - b. Interests/hobbies
  - c. Age
  - d. Any additional information to assist with the assessment and mentor assignments.