

Cobb County Police Department

Policy 2.16

MENTORING PROGRAM

Effective Date: October 1, 2019	Issued By: Chief C.T. Cox
Rescinds: Policy 2.16 (April 15, 2018)	Page 1 of 6
The words “he, his, him,” which may appear in this policy, are used generically for clarity and ease of reading. These terms are not meant to imply gender and relate to all employees of the Department.	

The purpose of this policy is to provide the guidelines for the Cobb County Police Department Mentoring Program. The Mentor Program is intended to operate separately, but in support of the training program. This includes but is not limited to the Academy, Field Training Program, Supervisory Development, Sergeants Training Program, and POST training.

I. POLICY

It is the policy of the Cobb County Police Department to create a mentoring program as an assimilation system which addresses the needs and concerns of newly hired officers and newly promoted supervisors in their roles with the Cobb County Police Department.

The program will support the officer in encouraging their successful completion of the academy, field training program, and continued career growth. The program will also support supervisors as they transition into leadership positions with peer support, professional education and career path guidance.

II. DEFINITIONS

- A. Mentor:** A veteran officer or supervisor who has been identified to have a strong desire to participate in the process and possesses the experience, skills, and knowledge required to successfully perform their duties. They will provide an immediate and long lasting understanding of the ethics and values of the Cobb County Police Department.
- B. Protégé:** a newly hired officer or newly promoted supervisor that is being advised and developed by the Mentor.
- C. Mentoring Coordinator:** The Command Officer responsible for the administration of the Mentoring Program.
- D. Mentoring Advisory Board:** Appointed group charged with oversight of the Mentor Program.

III. PROCEDURES

- A. General Procedures**

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1. Each Protégé will be paired with a Mentor. The mentor will serve as a host, confidant, facilitator and advisor.
2. The Chief's Office will notify the Mentoring Coordinator of the Protégé's start date.
3. The Mentoring Coordinator is responsible for obtaining the Protégé's information form. The Mentoring Coordinator will review the Mentor background information and skills database and select the most suitable Mentor for the Protégé.
4. The Mentor and Protégé will be required to meet as soon as practicable to the Protégé's start date. The Mentor will arrange a meeting with the Protégé to conduct a formal introduction and to complete all required Mentorship Program forms. The Mentor will provide the Protégé with all necessary Departmental information and will facilitate their transition into their new employment position.
5. The Mentor will be required to maintain contact with the Protégé at designated times or intervals throughout the duration of the Mentoring Program. The Mentor will assess the welfare, status and progression of the Protégé and offer guidance and support as necessary.
6. The Mentoring Program will end after the completion of the Protégé's probationary period. After the formal mentoring relationship has concluded, there is nothing in this policy that would prohibit an informal mentoring relationship to continue.

B. Mentors

Good Mentors are the key component to a successful mentoring program and should serve as positive role models within the Department. Mentors are chosen based on their above average interpersonal skills, a willingness to assist others, as well as their verbal and written communication skills. The Mentor must possess a strong desire to participate in the personal and career development of the Protégé by sharing their skills and knowledge

FTO Mentors are often the most important and influential role model for the new Cobb County Police Department Recruit (Protégé). Officer's serving in the role as an active FTO will also be assigned as a Mentor during Mandate Training. The FTO Mentor will fulfill their responsibilities as an FTO while ensuring the concept, duties and responsibilities of the Mentor Program are accomplished.

Mentors/FTO Mentors duties and responsibilities include, but are not limited to:

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1. Initiate contact with the Protégé as soon as practicable to the date of hire or promotion and explain the mentoring process. FTO Mentor should contact the Recruit Protégé after the 10th week of Mandate training or as directed by the Academy staff.
2. Ensure the Protégé is given a positive introduction into their new position.
3. Observe the Protégé's assimilation and answer any questions.
4. Introduce the Protégé to the various unit locations within the Department, and other pertinent departments within county government.
5. Ensure that the Protégé has been introduced to their Chain of Command.
6. Provide personal guidance and support as needed.
7. Attend Mentor Program meetings and training as directed.
8. Provide encouragement and positive guidance to the new hire/Recruit Protégé during the academy and field training program. Ensure the Recruit Protégé is progressing satisfactorily through the Field Training phase and the Weekly Observation phase.
9. Ensure the supervisor Protégé is progressing satisfactorily through new Sergeants Training Program, management certification courses or other training as necessary.
10. Attend events relative to the Protégé's career such as the swearing in ceremony, graduation, and pinning ceremony.
11. Maintain confidentiality of the Mentor/Protégé relationship. Although the relationship is confidential, any information related to criminal activity or serious policy violation is not privileged and will be shared in the best interest of the Department.

IV. MENTOR REQUIREMENTS AND QUALIFICATIONS

- A. Mentors for newly hired officers must be a minimum of a PO II with at least 3 years of experience or a supervisor with at least 2 years in grade. Mentors for newly promoted supervisors must be a ranking officer with at least 2 years of experience in the same pay grade as the Protégé or currently serving in a higher pay grade.

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- B.** Mentors must exhibit the skills and knowledge that provide the Protégé with the character traits consistent with the Department values.
- C.** Active Field Training Officers, as well as personnel assigned to the Training Unit, are not typically eligible to participate in the Mentoring Program without the specific approval of the Mentoring Coordinator.
- D.** The Mentoring Coordinator can waive position, time in grade, and experience requirements as needed by the Department to ensure the best Mentor/Protégé relationship.

V. MENTORING SELECTION

- A.** Officers and supervisors desiring to serve as a Mentor must meet the eligibility requirements and sign a letter of commitment.
- B.** After being selected and trained, they will make up the Mentoring pool and be eligible for pairing with a Protégé.

VI. MENTORING COORDINATOR

- A.** The Mentoring Coordinator must possess the rank of Captain or above and will be appointed by the Chief of Police.
- B.** The Mentoring Coordinator is responsible for the administration of the Mentor Program. The duties of the Mentoring Coordinator include, but are not limited to:
 - 1. Serve as liaison with the Chief of Police or his designee and Human Resources to determine the date of hire or promotion of the Protégé.
 - 2. Obtain new hire background information of promotional packet background information.
 - 3. Coordinate pairing of the Mentor to the Protégé.
 - 4. Recruit, train and maintain Mentor pool.
 - 5. Maintain Mentor skills and background file.
 - 6. Schedule and conduct Mentor meetings.
 - 7. Maintain and review Mentor program evaluations.
 - 8. Maintain program related documents.
 - 9. Serve as the Chair of the Advisory Board.

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10. Address concerns or issues related to Mentor/Protégé relationship.
11. Complete an Annual Program Report in February of each year. The results of the End of Program Evaluation will be included in the Annual Program Report.

VII. MENTORING ADVISORY BOARD

A. The Mentoring Advisory Board is responsible for oversight of the Mentor Program. The responsibilities of the Mentoring Advisory Board include but are not limited to:

1. Ensure the continued existence of an effective and efficient Mentor Program.
2. Review the completed Annual Mentoring Report.
3. Review all changes and / or updates to the Mentoring Program Policy to ensure compliance with Department policies and CALEA requirements.
4. Assist the Mentoring Coordinator with administrative duties when necessary.
5. Assist the Mentoring Coordinator with Mentor/Protégé assignments.

B. The Mentoring Advisory Board will consist of the following members:

1. Mentoring Coordinator who will serve as the Chairperson.
2. Two lieutenants-appointed by the Chief of Police.
3. Two sergeants-appointed by the Chief of Police.
4. Two current or past Mentors as selected by Mentoring Coordinator.

IX. FORMS

A. Letter of Commitment: Required to be completed by all officers who volunteer to serve as a Mentor and meet the qualifications as such

B. Mentor Background Survey: The background and skill information related to the Mentor will be listed prior to being matched with a Protégé. This information is intended to assist the Mentor Coordinator in the Mentor pairing process. It will be completed by the selected Mentors.

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- C. Protégé Background Survey:** The background and interest of the Protégé will be obtained as part of the new hire package or included as part of the promotion selection resume. It will be completed by all newly hired officers and those selected for promotion.
- D. Mentor and Protégé End of Program Evaluation:** The information obtained from the End of Program Evaluation is intended to assist the Mentor Coordinator with the evaluation and maintenance of the program. It is completed by the Mentor and the Protégé.