

# SANTA CLARA POLICE DEPARTMENT GENERAL ORDER 97.1.1

## MENTORING PROGRAM

ISSUED MARCH 2015

---

### 97.1.1 Purpose

This policy is to provide guidance and procedures to Santa Clara Police employees who participate in the program. Transitioning to a career in law enforcement can be challenging. The Department offers this program to new employees seeking understanding and assimilation into our organization, as well as non-probationary employees seeking career development.

The Mentoring Program is dedicated to supporting all employees by providing an understanding of our Department values, mission, culture, policies and procedures. This is accomplished by creating an engaging, positive and professional environment for employees.

A support system for new employees and current employees will enhance career development for both Mentors and Protégés involved in the program. It is equally important to mentor non-probationary employees for succession planning within our organization.

Mentors will **not** be compensated without approval of the Mentor Coordinator and participation in the program is voluntary.

The Mentoring Program is structured for all employees. All employees who wish to participate can do so in accordance with this policy.

The Mentoring Program and Mentors are not to interfere with or undermine the Field Training Officers or other personnel assigned to train or supervise the Protégé. The roles of a Mentor and a Field Training Officer (FTO) are distinct yet complimentary to each other.

The FTOs train and develop new police officers. The officers are evaluated on a daily basis. In contrast, the role of a Mentor is supportive and protégés are not evaluated.

### **97.1.2 Definitions**

#### **Mentor**

Mentors are an important component to a successful mentoring program. It is vital that Mentors are fully aware of their role and are committed to fulfilling their responsibilities. A Mentor clarifies goals for the Protégé and plans for the employee to achieve their goals. The role of a Mentor can include: teacher, motivator, counselor, and /or role model. Mentors will be required to attend meeting(s) scheduled by the Mentor Coordinator.

#### **Protégé**

- A. **New employee** that has a need for an experienced employee to provide organizational culture, values, policies, and personality of the Department. This information will help the employee to be successful and feel included in the Department.
- B. **Non-probationary** employee who is seeking professional guidance needed for career development.

#### **Mentor Coordinator**

The Mentor Coordinator will be responsible for the management of the program and ensuring that all participants are meeting the guidelines set forth in this policy. The Mentor Coordinator facilitates all elements of the process and is responsible for oversight of the selection, assessment, and pairing of Mentor and Protégé. Other duties will include:

- A. The Coordinator will work closely with the Professional Standards Unit (PSU) to be included in the hiring process of employees. The Coordinator will meet each new hire and explain the benefits of the Mentoring Program. Providing the new employee is willing to participate, the Coordinator will pair the employee with a Mentor.
- B. Recruit, train, and maintain Mentors
- C. Assign Mentors to employees
- D. Schedule and facilitate meetings with Mentors
- E. Constantly evaluate the program needs

### **97.1.3 Procedure**

### Selection of Mentor Coordinator

- A. The Coordinator must hold a supervisory rank and will be selected by the Chief of Police or designee.
- B. The Coordinator will be assigned to the program for a three (3) year period. The Chief of Police has the discretion to reduce or extend the length of time in the assignment.

### Selection of Mentor

- A. Minimum requirements to be a Mentor will be two (2) years of experience with the Department. All candidates must be permanent, non-probationary employees. The Administrative Services Division Commander will have the final approval on the selection of a Mentor.
- B. The applicant must submit a letter of interest for the position to the Mentor Coordinator. The applicant will be required to take part in an interview with the Mentor Coordinator and another supervisor; preferably the supervisor should be from the same Division where the applicant is currently assigned.

### Pairing of Probationary Employee (Protégé)

- A. The Mentor Coordinator will work closely with the Professional Standards Unit and pair new employees with a Mentor. The Mentor will serve as an advisor, supporter, contact person, and a resource for information. The Mentor will provide their contact information to the newly hired employee and explain the guidelines of the Mentoring Program.

### B. Pairing of Non-Probationary Employee (Protégé)

1. It is vital that the leadership in the Department must be developed for continued growth and succession planning. Mentoring our employees will create professional growth and better prepare employees for promotional opportunities or specialized assignments.

It is encouraged that employees take part in this program to have an opportunity to experience various assignments and improve their skill set.

2. An employee wanting experience in another assignment must submit a "Temporary Duty Request Form" to the Mentor Coordinator. This is structured training with guidelines and goals to be achieved. Factors to be considered for selection:

- Staffing
  - Employee's Performance Appraisal
  - Availability of requested assignment
3. The Mentor Coordinator will be responsible for ensuring Division Commanders affected by the movement of employee(s) are notified.
  4. An employee wanting guidance for promotional opportunities may contact the Mentor Coordinator. Benefits of Department's Training Matrix and possible pairing with a Mentor will be discussed.

#### **97.1.4 MENTORING GUIDELINES**

- (1) Assist in transition of a new employee.
- (2) Familiarize the new employee with organizational values, mission, history, and culture.
- (3) Mentors shall make every effort to ensure they maintain a professional relationship with their Protégé.
- (4) Develop and set goals for the Protégé that will enhance career development.
- (5) Provide guidance - Be a problem solver, give advice when needed and do not ignore violations. Be a good role model.
- (6) Be honest with the Protégé - Point out the strengths and weaknesses of the Department but show support for the organization.
- (7) No sexual/romantic relationship allowed with the Protégé.
- (8) Protégé shall complete the **Pairing Questionnaire** and submit the questionnaire to the Mentor Coordinator.
- (10) Protégé shall complete the **Feedback Questionnaire** and submit the questionnaire to the Mentor Coordinator upon completion of his/her probationary period.
- (11) Protégé shall complete the **Orange Training Card** and submit the card to the Department Training Manager.

#### **97.2.5 CONFIDENTIALITY**

In order to foster open communication, the Protégé must be able to trust their Mentor and have an expectation of confidentiality. However, discussions related to any intent to harm oneself or others, violation of the law or any policy **can never** be kept confidential.