



Peoria Police Department Policy and Procedure Manual

Policy 3.05 | Transfer, Assignment, and Career Development



I. POLICY

It is the policy of the Peoria Police Department to transfer and assign personnel to address agency needs and promote professional growth. The Peoria Police Department strongly supports a varied and broad-based career development philosophy.

II. PROCEDURE

A. Voluntary Career Development Program

1. It is the policy of the Peoria Police Department to provide members an opportunity for individual growth, professional development, and personal satisfaction at all levels of employment. The Peoria Police Department encourages all employees to continue their formal education to achieve a minimum of a bachelor's degree from an accredited college or university. The Peoria Police Department also encourages employees to attend schools and seminars, which will enhance their skills, knowledge, and abilities. The Peoria Police Department will assist in every way possible to make each employee's career goals obtainable.
 - a. Administration. The Staff Services Bureau Manager shall be responsible for the administration of the voluntary Career Development Program in accordance with the goals and objectives established by this section of the policy and shall coordinate all components of the program and evaluate/revise the program as necessary to ensure the needs of the Peoria Police Department and its employees are met.
 - b. Program Objectives. The objectives of the program shall be to:
 - (1) Provide supervisory personnel with periodic training to increase their knowledge and skills in coaching, counseling, employee benefits, educational opportunities, and available outside resources. (33.8.1)
 - (2) Assist employees in making intelligent decisions regarding career path opportunities available to them.
 - (3) Provide qualified personnel for necessary staff replacements without an appreciable loss of efficiency or quality of service to the community.
 - (4) Provide a means whereby employees may come to realize professional excellence within a particular area of interest.
 - (5) Ensure that training and opportunity are equitably distributed.
 - (6) Develop and maintain a current Career Development Form on all employees who participate in the program.
2. Career Development Procedures. The purpose of this voluntary program is to assist employees with meeting their career goals. While the Peoria Police Department encourages members to participate, there shall be no penalty for non-participation. (35.1.9.c)
 - a. Upon completion of their initial probationary period and each year during the employee's annual appraisal meeting, employees shall be scheduled to meet with their supervisors for the purpose of outlining a general plan to assist in the achievement of their personal career goals. This plan will be noted on the Career Development Form. The originals shall be forwarded to the Staff Services Bureau Manager, for inclusion into the employee's training file indefinitely. The copy shall be maintained in the employee's Individual Performance Report (IPR) file and purged in accordance with the evaluation procedures.
 - b. Employee Training File. The Employee's training file shall contain the following information if they are participating in the Career Development Program:

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- (1) A copy of the Career Development Form.
 - (2) A record of formal education and degree(s) held.
 - (3) A record of all courses, training, instruction, or workshops attended.
 - (4) The achievement of any special skills or honors.
 - (5) A record of Arizona Peace Officer Standards and Training (AZPOST) approved credit hours.
- c. When a change in assignments causes the employee to report to a new supervisor, the newly assigned supervisor shall review the employee's Career Development Form with the employee upon completion of their first IPR entry.
- d. Annual performance appraisals. During annual performance appraisals, the supervisor shall review the employee's Career Development file, if applicable, and shall discuss progress, or lack thereof, towards the stated career goals. If the employee is participating, this review will be annotated in the narrative portion of the employee's performance appraisal. Suggested discussion items are:
- (1) The education and AZPOST hours obtained by the employee.
 - (2) Internal and external training received which enables the employee to acquire new skills, knowledge, and abilities required to remain competent in their current assignment.
 - (3) Specialty training the employee has received that would enhance their upward mobility and/or enable them to progress toward their career goals.
3. Program Components
- a. Career Counseling. Although the Peoria Police Department's size, budget, and staffing allocations do not provide for professional career counseling services, there is much that can be accomplished to assist employees in realizing their career goals.
- (1) Career counseling shall be provided at the time of the annual performance appraisal by the employee's immediate supervisor and may relate to advancement, specialization, or training appropriate to the employee's position. (35.1.9.c)
 - (2) Employees desiring career counseling beyond that provided during the performance evaluations may schedule a counseling session with the Staff Services Bureau Manager.
- b. Training Opportunities. All employees shall be notified of any in-service, external, or specialty training available by email.
- (1) Career Specialty/In-Service Training. Training and instruction designed to enhance an employee's upward mobility and/or job satisfaction due to its concentration on an area of interest and specialization which coincides with the employee's career goals.
 - (2) Proficiency/In-Service Training. Training based upon the need to provide employees with periodic and continuing job-related instruction designed to enable them to acquire the additional skills, knowledge, and abilities required to remain competent in the duties and responsibilities of their current job assignment.
 - (3) Supervisory Training. Any employee promoted to a supervisory position shall, as soon as practical, receive necessary training in management techniques that will enable them to execute the duties and responsibilities of the supervisory position. (33.8.2)
 - (4) Specialized Training. Any employee promoted to a position requiring specialized skills shall, as soon as practical, receive necessary training in those skills. This includes bicycle patrol, traffic officers, etc. (33.8.2)
 - (5) Short-term or On-the-job Training. Temporary assignments to various departmental components designed to give the employee first-hand experience in various task assignments. Examples would be short-term

assignments for patrol officers to Criminal Investigations, Training, or Crime Prevention. Bureau Lieutenants/Managers may create short-term assignments to enhance the skills of bureau personnel. Short-term assignments of personnel from one bureau to another shall require the approval of the Chief of Police or designee.

- c. Academic Enhancement. To better serve the City's academic community, the Peoria Police Department encourages all employees to continue their formal education. To assist in this endeavor, the Peoria Police Department has authorized all patrol shift changes to coincide with the semesters at the local colleges and universities. (Individual shift changing may be approved by the Chief of Police or a Deputy Chief with the needs of the Peoria Police Department and City of Peoria taking precedence.) (22.2.9)

4. Record Keeping

- a. The Staff Services Bureau Manager shall maintain the employee's Career Development Form in the employee's training file.
- b. Supervisors conducting performance appraisals for employees participating in the Career Development Program shall request an updated copy of the following information from the Staff Services Bureau Manager:
 - (1) The employee's training record.
 - (2) Current educational status.

5. Employee Responsibilities. While the Peoria Police Department will strive to provide career advancement opportunity for all employees, it is the responsibility of each employee to keep the training function notified of changes in their educational status, schools attended, and other factors influencing their career development with the Peoria Police Department.

B. Transfer/Assignment (16.2.2)

1. Transfers/assignments are defined as the reassignment of personnel to another Division, Bureau, Section, or Team within the Peoria Police Department. All transfers and assignments shall be made at the discretion of the Chief of Police or designee.
2. When a position is vacated and/or created to fulfill a specific service level, the Chief of Police or designee shall advise all eligible personnel of:
 - a. The intent to fill the vacancy.
 - b. The process that will be used for selection.
 - c. The closing date for Memorandums of Interest.
3. Personnel interested in transferring to another area within the Peoria Police Department are required to submit a memorandum through their chain of command to the Chief of Police, which outlines their qualifications for the position. Memorandums of Interest must be received by the employee's immediate supervisor on or before the closing date to be considered further for the posted position. Each level in the employee's chain of command shall annotate their recommendations regarding the employee's request for transfer/assignment and shall immediately forward the request to the Chief of Police for review, with all necessary attachments.
4. The Chief of Police, or designee, shall screen all Memorandums of Interest to ensure the eligibility of each interested employee. Employees who are found to be ineligible will be notified of the reason for rejection within five (5) working days after the closing date.
5. As soon as practical following the established closing date, the Chief of Police or designee shall select an employee to fill the vacancy. Written notification of this decision shall be immediately forwarded to all eligible employees participating in the process.

6. When testing for any special assignment, such as detective, Special Assignments Unit (SAU), etc., all personnel participating shall be considered as being “on-duty.” Each employee testing is responsible to make arrangements with their supervisor to be released to participate in the testing process. If the employee is scheduled to be off-duty at the time of the testing the employee and the supervisor shall make arrangements to “adjust” out the time as soon as possible, so that no overtime is necessary.
- C. Temporary Transfers: The Chief of Police or a Deputy Chief may temporarily transfer personnel to ensure proper operation of the Peoria Police Department. Temporary transfers will not exceed ninety (90) days unless exigent circumstances exist. Temporary transfers that exceed ninety (90) days shall require the authorization of the Chief of Police.
- D. Career Development
1. Crimes Against Persons (CAP) (Detective) (16.2.2)
 - a. Length of assignment to be determined by the Chief of Police, based upon performance and the needs of the department.
 - b. Continued assignment considerations shall coincide with and be annotated within the employee’s annual appraisal allowing for review and recommendations within the employee’s chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
 - c. Minimum of three (3) years as a Detective in the Peoria Police Department Criminal Investigations Bureau (CIB), with demonstrated ability to successfully resolve complex investigations.
 - d. Above average verbal and written communication skills.
 - e. Ability and willingness to respond after normal duty hours.
 - f. Demonstrated ability to function as the lead or case agent on previous major felony investigations. Major felonies are defined as homicide, attempt homicide, kidnapping, aggravated assault (Class three felonies), armed robbery, sexual assault, child molestation, child abuse (serious pattern injury), and fraudulent schemes (over \$50,000).
 - g. Demonstrated ability to author accurate search warrants and other court related papers.
 - h. Demonstrated self-starter, with ability to work with minimal supervision.
 - i. Must have successfully completed the following training or schools:
 - (1) Basic Interview and Interrogation (40 hours).
 - (2) Advanced or Specialized investigative training.
 - (3) Crime Scene Management.
 - (4) Specialized and forensic training in crimes committed against persons.
 - (5) Buried-body school (optional)
 - j. An overall rating of three (3) or above on the most recent annual performance appraisal.
 2. Family Crimes Unit (FCU)/Property Crimes Unit (PCU) (Detective) (16.2.2)
 - a. Length of assignment to be determined by the Chief of Police, based upon performance and the needs of the department.
 - b. Continued assignment considerations shall coincide with and be annotated within the employee’s annual appraisal allowing for review and recommendations within the employee’s chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
 - c. Minimum of two (2) years as regular police officer with the City of Peoria.

- d. Above average verbal and written communication skills.
 - e. Ability and willingness to respond after normal duty hours.
 - f. Minimum of two (2) written recommendation from a sworn department supervisor.
 - g. Successful completion of the selection process.
 - h. Suggested preparation for assignment as a General Investigator:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (2) AZPOST and/or college courses related to criminal investigations.
 - (3) Ability to type.
 - (4) Ability to work with minimal supervision.
 - i. Officers who successfully complete an Investigators Training Course, approved by AZPOST, are preferred for assignment as a detective in CIB.
3. Special Investigator Street Crimes Unit (SCU) (16.2.2)
- a. Length of assignment to be determined by the Chief of Police, based upon performance and the needs of the department.
 - b. Continued assignment considerations shall coincide with and be annotated within the employee's annual appraisal allowing for review and recommendations within the employee's chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
 - c. Minimum of two (2) years as regular Police Officer with the City of Peoria.
 - d. Above average verbal and written communication skills.
 - e. Ability and willingness to respond after normal duty hours.
 - f. Successful completion of the selection process.
 - g. Suggested preparation for assignment as a Special Investigator:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (2) AZPOST and/or college courses related to criminal investigations and drug enforcement.
 - (3) Ability to type.
 - (4) Ability to work with minimal supervision.
 - h. Officers who successfully complete an Investigators Training Course, approved by AZPOST, are preferred for assignment as a detective in the Street Crimes Unit.
4. Field Training Officer (FTO) (16.2.2)
- a. Assignment to be determined by the Chief of Police, based upon performance.
 - b. Minimum of two (2) years as regular Police Officer with the City of Peoria, unless waived by the Chief of Police or designee based upon extreme need.
 - c. Above average verbal and written communication skills.
 - d. Successful completion of the selection process.

- e. Suggested preparation for assignment as a Field Training Officer:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (2) AZPOST courses related to Field Training Officer and college courses related to Administration of Justice, English or education.
 - (3) Ability to type.
 - (4) Ability to work with minimal supervision.
- 5. Recruit Training Officer (RTO) (16.2.2) (16.2.3.a)
 - a. Assignment to be determined by the Chief of Police or designee, based upon performance. (16.2.3.c)
 - b. Minimum of two (2) years as regular Police Officer with the City of Peoria. (16.2.3.c)
 - c. Above average verbal and written communication skills. (16.2.3.c)
 - d. Successful completion of the selection process. (16.2.3.d)
 - (1) Ability to achieve 60% on the Cooper's physical assessment.
 - (2) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (3) Ability to achieve a passing score on an oral board, if established.
 - e. The duration of this assignment will not exceed two (2) back-to-back police academy classes. (16.2.3.b)
 - f. Suggested preparation for assignment as an RTO:
 - (1) AZPOST and college courses related to Administration of Justice, English, or education.
 - (2) AZPOST General Instructor Certificate.
 - (3) Ability to type.
 - (4) Ability to work with minimal supervision.
- 6. Police Service Dog Handler (16.2.2) (41.1.4.d)
 - a. Assignment to be determined by the Chief of Police or designee, based upon performance.
 - b. Minimum of two (2) years as a regular police officer with the City of Peoria.
 - c. Ability and willingness to respond after normal duty hours.
 - d. Successful completion of the selection process.
 - e. Possess suitable living arrangements for a Police Service Dog, as determined by the Chief of Police or designee.
 - f. Willingness to be an active member of SAU and compliance with the conditions outlined for SAU in section "11".
 - g. Ability and willingness to be on a 24-hour on-call status as needed.
 - h. Suggested preparation for assignment as a Police Service Dog Handler:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (2) Ability to work with minimal supervision.

- (3) Read available materials on Police Service Dogs.
7. Traffic Enforcement Officer (Motor Officer, Commercial Vehicle Enforcement Officer, etc.) (16.2.2)(41.1.4.d)
- a. Length of assignment to be determined by the Chief of Police, based upon performance and the needs of the department.
 - b. Continued assignment considerations shall coincide with and be annotated within the employee's annual appraisal allowing for review and recommendations within the employee's chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
 - c. Minimum of two (2) years as regular Police Officer with the City of Peoria.
 - d. Ability and willingness to respond after normal duty hours.
 - e. Successful completion of the selection process, to include the basic solo motor officer course for motor officers. (Does not apply to Commercial Vehicle Specialist.)
 - f. Suggested preparation for assignment as a Traffic Enforcement Officer:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (2) Ability to work with minimal supervision.
 - (3) Knowledge of Arizona and City of Peoria traffic laws, regulations and U.S. Department of Transportation commercial vehicle laws and regulations.
 - (4) Completion of AZPOST and/or college level advanced traffic accident investigation, commercial vehicle enforcement, and/or other related courses.
 - (5) Completion of AZPOST general and technical intoxicated driver detection courses, i.e. Horizontal Gaze Nystagmus (HGN) certification, Intoxilyzer certification, etc.
8. Neighborhood Response Unit (NRU) (16.2.2)(41.1.4)
- a. Length of assignment to be determined by the Chief of Police, based upon performance and the needs of the department.
 - b. Continued assignment considerations shall coincide with and be annotated within the employee's annual appraisal allowing for review and recommendations within the employee's chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
 - c. Minimum of two (2) years as regular Police Officer with the City of Peoria.
 - d. Above average verbal and written communications skills.
 - e. Successful completion of the selection process including a medical examination.
 - f. Suggested preparation for assignment to NRU:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (2) Ability to work with minimal supervision.
 - (3) AZPOST courses, college courses, or other experience related to public relations, community oriented policing, etc.
9. Special Assignments Unit (SAU) Selection Requirements (46.2.2) (16.2.2): SAU will select all prospective members from a valid selection roster created through applicant testing. Criteria for application will be established by the Chief of Police who may include any or all or any combination of the following:

- a. Be off of a probationary status.
 - b. 65% of the Cooper Law Enforcement Aerobic Power 1.5 mile run and 60% of the Coopers Standards in each of the Muscular Strength Endurance fitness areas as outlined in Policy 3.12, Employee Wellness Program.
 - c. Acceptable performance of POPAT Standards for physical fitness.
 - d. Acceptable performance of a physical obstacle course.
 - e. 92% firearms proficiency scores.
 - f. An overall rating of three (3) or above on the most recent annual performance appraisal.
 - g. Completion of a psychological evaluation.
 - h. Thirty-five foot ladder climb.
10. Crisis Negotiation Team (CNT) (46.2.4) (16.2.2): The Crisis Negotiation Team consists of those members of the Peoria Police Department who have received specialized training in crisis negotiations and have been appointed by the Chief of Police to serve in that capacity.
- a. Membership on the Crisis Negotiation Team is voluntary and will consist of non-probationary sworn personnel of the rank of officer or higher.
 - b. Individuals who desire a position on the Crisis Negotiation Team shall apply, in writing, to the Chief of Police who shall review the applications. All applicants must: (46.1.5.m)
 - (1) Complete a validated psychological evaluation from a licensed psychologist.
 - (2) Have an overall three (3) or higher performance rating on their last annual evaluation.
 - (3) Pass an oral interview process established by the Chief of Police.
 - c. Upon selection to the Crisis Negotiation Team, members must agree to:
 - (1) Complete a basic crisis negotiator training class at a school approved by the Chief of Police or designee.
 - (2) Participate in required training exercises as outlined by the CNT Commander.
 - (3) Be willing and able to respond after normal duty hours.
11. Neighborhood Action Team (NAT) (16.2.2)
- a. Length of assignment to be determined by the Chief of Police, based upon performance and the needs of the department.
 - b. Continued assignment considerations shall coincide with and be annotated within the employee's annual appraisal allowing for review and recommendations within the employee's chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
 - c. Minimum of two (2) years as regular Police Officer with the City of Peoria.
 - d. Above average verbal and written communications skills.
 - e. Successful completion of the selection process including a medical examination.
 - f. Minimum of two (2) written recommendations from sworn department supervisors.
 - g. Suggested preparation for assignment to NAT:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.

- (2) Ability to work with minimal supervision.
- (3) AZPOST courses, college courses, or other experience related to public relations, community oriented policing, etc.
- (4) Demonstrated ability to promote the department's community oriented policing philosophy.

12. Commercial Enforcement Unit (CEU)

- a. Length of assignment to be determined by the Chief of Police, based upon performance and the needs of the department.
- b. Continued assignment considerations shall coincide with and be annotated within the employee's annual appraisal allowing for review and recommendations within the employee's chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
- c. Assignment as a regular Police Officer with the City of Peoria and has completed probation as a sworn police officer.
- d. Above average verbal and written communications skills.
- e. Ability to work well with other city departments, as well as business owners and property management entities.
- f. Patience in dealing with citizens, i.e. hotel, restaurant, and bar patrons.
- g. Willingness to work varying hours and days in order to meet the constantly changing nature of the special issues and problems associated with CEU.
- h. Willingness to work mandatory overtime, especially during the winter/Christmas holiday season, the 4th of July, Spring Training, and for other special events.
- i. The ability to successfully complete a police mountain bike school and Polaris Ranger training.
- j. Successful completion of the selection process.
- k. Minimum of two (2) written recommendations from sworn department supervisors.
- l. Suggested preparation for assignment to CEU:
 - (1) An overall rating of three (3) or above on the most recent annual performance appraisal.
 - (2) Ability to work with minimal supervision.
 - (3) AZPOST courses, college courses, or other experience related to public relations, community oriented policing, etc.
 - (4) Demonstrated ability to promote the Department's community oriented policing philosophy.

13. Range Master

- a. Length of assignment to be determined by the Chief of Police, based on performance and the needs of the department.
- b. Continued assignment considerations shall coincide with and be annotated within the employee's annual appraisal, allowing for review and recommendations within the employee's chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
- c. A minimum of three (3) years of experience as a sworn law enforcement officer.
- d. AZPOST Certified General Instructor

- e. AZPOST Certified Firearms Instructor
- f. Should consistently qualify with their duty weapon with a minimum 92% score. (232/250)
- g. Ability to obtain the following certifications:
 - (1) MILO Instructor
 - (2) Glock Armorer's School
 - (3) Shotgun Armorer
 - (4) Shotgun Instructor
 - (5) Simunitions Instructor
 - (6) Rifle Instructor
 - (7) Rifle Armorer
- h. Duties and responsibilities may include:
 - (1) Coordinate an efficient firearms training and qualification schedule for all sworn personnel.
 - (2) Establish and maintain effective liaisons with other Valley Armorer/Rangemasters and the Arizona Law Enforcement Academy Range Officers to ensure availability of facilities and quality firearms training.
 - (3) Ensure sufficient inventories of firearms, ammunition, and related supplies are within current budget constraints.
 - (4) Maintain current firearms records for both duty and off-duty firearms, to include:
 - (a) Range qualification rosters.
 - (b) Master Qualification Score Records (Database).
 - (c) Firearms Maintenance and Issue Records.
 - (d) Master Weapons Issue Rosters for the weapon number alphabetized listings.
 - (5) Ensure proper preventative maintenance is scheduled and conducted at least annually on all department issued/utilized firearms.
 - (6) Maintain inventories of department firearms and related supplies.
 - (7) Demonstrate effective skills in operating the department's Indoor Shooting Range and the MILO 3000 and ensuring safe firearms handling.
 - (8) Update firearms lesson plans at least every two years or as needed.
 - (9) Ensure operations within the armory and range are in compliance with OSHA standards.
 - (10) Prepare and submit an annual firearms/armory budget plan.
 - (11) Complete firearms related staff projects as assigned.
 - (12) Make frequent adjustments to their work hours and normal days off with reasonable advanced notice in order to provide Rangemaster services to various units, shifts and outside agencies.

14. Planning and Research Officer

- a. Length of assignment to be determined by the Chief of Police, based on performance and the needs of the department.
- b. Continued assignment considerations shall coincide with and be annotated within the employee's annual appraisal, allowing for review and recommendations within the employee's chain of command. Rotation out of the assignment should be coordinated with the annual PSB shift bid.
- c. Minimum of two (2) years as an officer with the Peoria Police Department
- d. Exceptional verbal and written communication skills.
- e. Proven ability to work with a minimum amount of management oversight.
- f. Excellent organizational skills.
- g. Ability to multi-task
- h. Duties and responsibilities may include:
 - (1) Maintain the current policy and procedure manual
 - (2) Reviewing and updating policies for content and accuracy
 - (3) Prepare polices for CALEA compliance
 - (4) Present policy revisions at staff meetings
 - (5) Disseminate Directives and Personnel Orders
 - (6) Updates to the MDB database

E. Eligibility Postings for Specialty Positions

1. Upon completion on any testing process for a specialty position the results will be announced via department directive.
2. The directive will have two headings, Highly Recommend and Recommended. If any employee does not meet the criteria to be in either category they will be advised by the Staff Services Bureau Manager privately.

F. Mentoring Program

1. Mentoring Sworn Police Officers
 - a. Administrative Responsibility. The responsibility of administering the Peoria Police Department's role in the mentoring process shall lie with the Staff Services Bureau Manager or designee. This person shall be referred to as the Mentor Coordinator.
 - b. When new employees begin their careers with this agency, they come with many questions and concerns which include whether they will fit in; whether they will have the opportunity to learn and grow; whether they will be challenged; how they will perform and how their performance will be measured; and most importantly, whether they will stay with the agency. As a result, it is critical for new employees to believe that the agency cares about their career development.
 - c. As an integral part of the recruiting, hiring and training process, each newly hired police recruit will be placed into the new hire mentoring program where they will be paired with a veteran employee who has been trained in the skills of mentoring. The mentor will serve as a host, confidant, facilitator and advisor.
 - (1) The Mentor Coordinator will review the background and skills of the mentors and select the most suitable mentor for the new hire.

- (2) The Mentor Coordinator will contact the mentor and provide them with the background on the new hire.
 - (3) The Mentor Coordinator will contact the new hire and provide them with name and telephone number of the mentor.
 - (4) Participation in the mentoring program shall be mandatory for all newly hired police recruits and be optional for lateral police officers.
 - (5) The initial contact between the mentor and the new hire will occur prior to the first day of the academy.
 - (6) At minimum, the new hire will remain with the mentor throughout the academy and Field Training Officer (FTO) program, however, mentoring throughout the probationary period is highly recommended.
 - (7) Mentors will not simultaneously be an FTO for the same new hire, unless approved by the Commander assigned to the Support Services Division and only if no other FTO is available.
2. Mentor Coordinator: The Mentor Coordinator is responsible for administering and overseeing the new hire mentoring program. The duties include the following:
- a. Coordinate and schedule the introduction of the new hire to the mentor.
 - b. Recruit, train and maintain the mentor pool.
 - c. Maintain mentor skills/background database.
 - d. Schedule and conduct mentor meetings.
 - e. Maintain and review mentor program evaluations.
 - f. Troubleshoot and fine-tune the mentoring process when necessary.
 - g. Provide via the chain of command, a monthly report on the program by the 10th of each month for the preceding month.
3. Mentors: The mentors are the key component to a successful mentoring process. They have been identified as individuals who have a strong desire to participate in the process and are recognized by their peers as role models. Mentors will be compensated for their services. Their duties include the following:
- a. Contact new hires prior to the first day of the academy and explain the mentoring function.
 - b. Meet personally with the new hire and ensure a positive introduction to the agency.
 - c. Answer questions and be observant of the new hire's transition.
 - d. Provide insight and an overview of academy expectations.
 - e. Address potential distracters that would prevent the new hire from focusing on the upcoming academy training.
 - f. Provide personal guidance and support as needed, e.g., suggested housing, school, and childcare needs.
 - g. Provide feedback to the Mentor Coordinator of concerns and/or conflicts.
 - h. Attend regularly scheduled mentor meetings to address concerns and to fine-tune the program.
 - i. Complete a "Mentor Activity Tracking Form" on a monthly basis, detailing the contacts and time invested with protégés during the month.

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