

Trainee Counseling



Baltimore Police Department

Counseling should also be considered as disciplinary.

Effective trainee counseling should be a purposeful conversation or discussion.

Counseling can be both formal and informal, depending on the needs of the trainee.

Once an FTO identifies a problem, they should listen, discipline, and follow-up.

Sometimes a 3rd party may need to be present in a counseling session.



Objectives



Define counseling.



Compare informal and formal counseling.



Determine the indicators of when a counseling session may be needed.



Utilize effective counseling skills



Appropriately document a counseling session

COUNSELING is defined as:

The attempt to **ASSIST** someone using...

PURPOSEFUL CONVERSATION

DISCUSSION

in an understanding atmosphere.

COUNSELING:

Incorporates the problem-solving process

Positive and Constructive

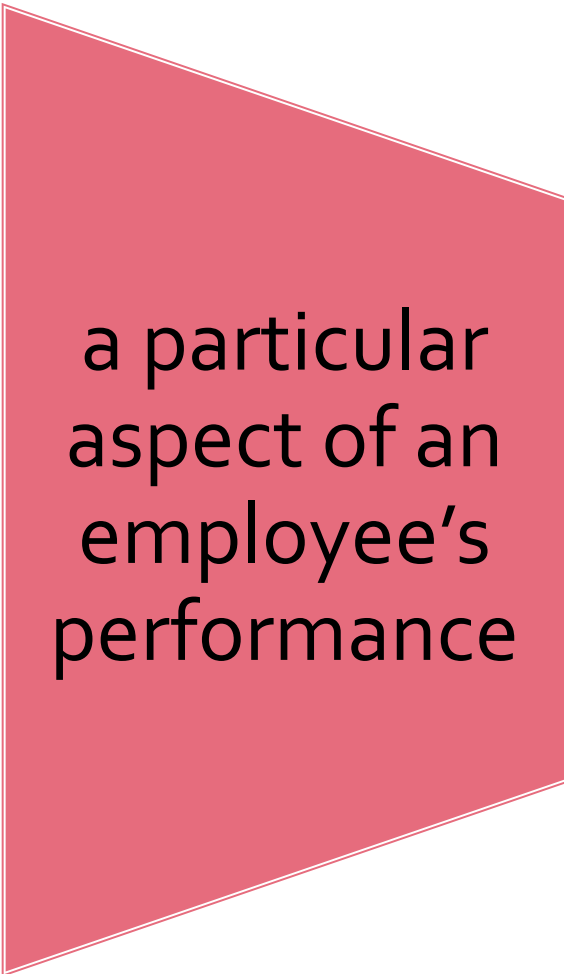
Most direct and most efficient means to have an impact

Formal is different than providing feedback or coaching

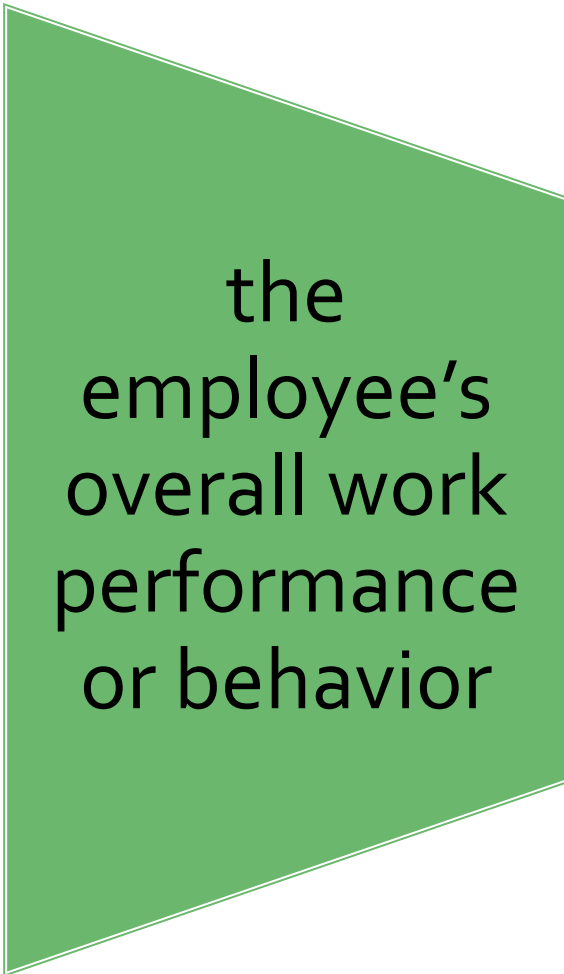
Counseling focuses on:



a specific
incident(s)



a particular
aspect of an
employee's
performance



the
employee's
overall work
performance
or behavior

FORMAL vs. INFORMAL

Formal

- Documented with action plan for corrective measures



Informal

- Frequently occurs as feedback and/or coaching



Feedback & Coaching

Feedback

- Letting employees know how they are doing
- Identifying performance or behavior problems
- Making clear expectations for future performance

Coaching

- Identifying a performance or behavior problem
- Demonstrating correct behavior or performance
- Discussing an issue/problem/situation and suggesting alternative approaches

Formal Counseling Sessions are intended to:

Communicate an FTO's observations / concerns

Determine the cause of the trainee's actions

Identify ways to improve

Discuss any issues / misgivings / problems

Answer any questions a trainee may have

Explore career or professional opportunities

FTO & Trainees

What are some issues that could cause misunderstandings or conflicts between FTO's and trainees?

Nature of the issue to be discussed

Personality of the trainee

Personality of the FTO

Relationship that has been

Potential consequences...if the problem is not resolved

The FTO Counselor...



Listens



Limits



Refers

Case Study: Constructive Criticism



**Formal
counseling
should be...**

Timely

Private

Without
Distractions

Positive &
Constructive

Professional

Prepared

Direct & Candid

**When formally
counseling, you
must also...**

Explain what the agency's standards are

Allow the trainee to comment

Focus on the trainee's behavior

Agree on a solution or response

Obtain a commitment from the trainee

Document the counseling session

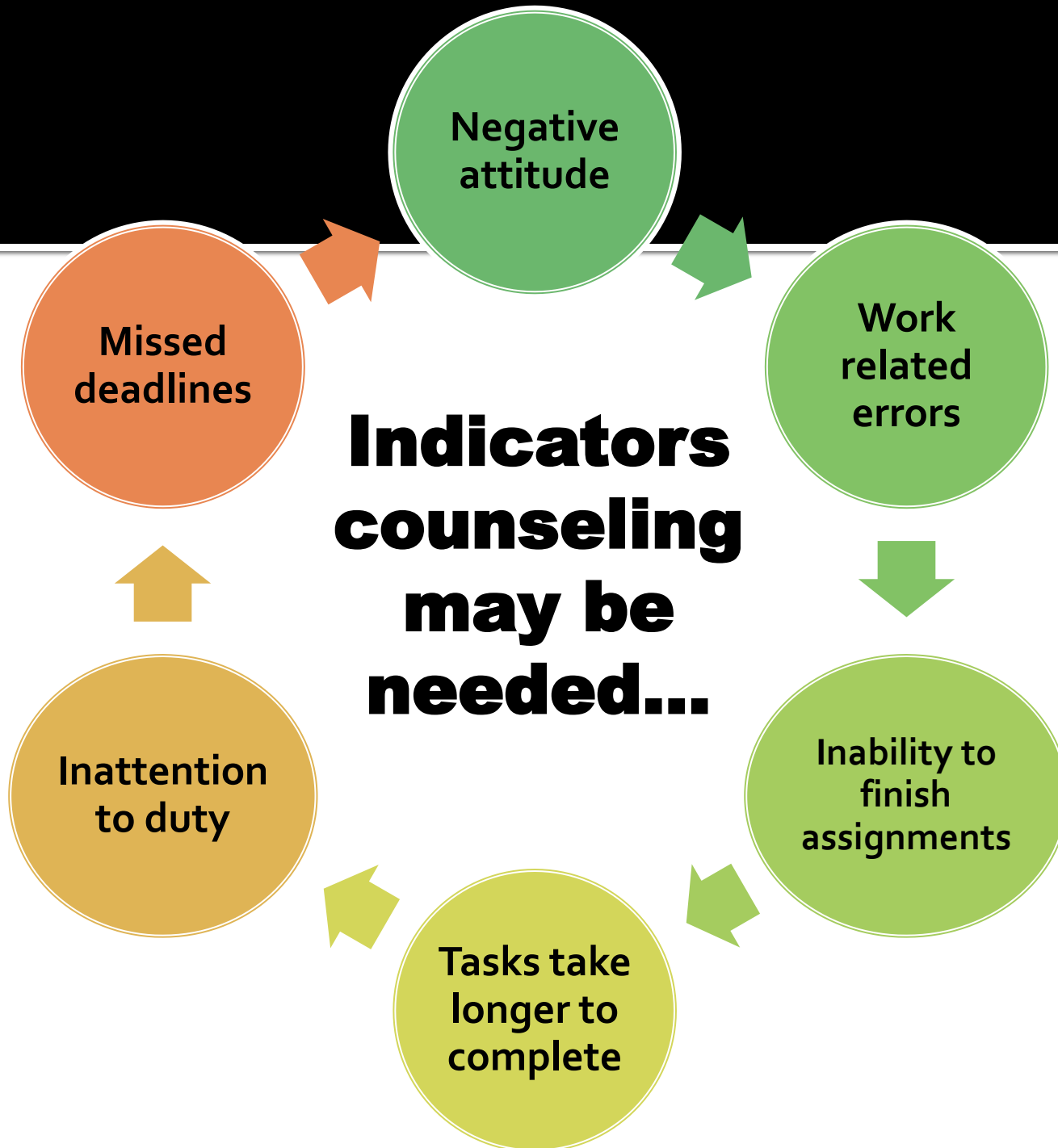
Follow-up

Counseling Documentation



- ✓ Document any extraordinary events or training needs on an Administrative Report
- ✓ Identify specific corrective actions
- ✓ Commitment to change is clear, specific, and unequivocal
- ✓ Document any “informal” counseling sessions in the trainee’s Performance Evaluation Report
 - Date of session
 - Behavior and/or performance discussed (*trainee’s explanation, solution / plan, intentions, follow-up*)
- ✓ Complete BPD Remedial Training form along with 95 Form to document formal remedial training

**Create a mind-map with a partner.
Be prepared to share.**



Other Indicators of the Need for Counseling...



Poor decision-making

Difficulty recalling instructions

Overreaction to criticism

Physical appearance

Irritability

Fatigue

Consequences for Failing to Counsel

Negative retention

Failure to train

Failure to discipline

Failure to supervise



Role-Playing Practical Exercise

FTOs:

- Provide critique of POT
- Identify POT's actions and reactions
- Document on DOR
- Attempt to resolve the conflict

POTs:

- Respond as directed by the instructor

Practical Exercise – PART II

Remedial Training Form

- Identify at least 1 category/topic from the DOR to implement remedial training.
- Complete all necessary blocks.
- Use SMART goals.
- Generate report to be submitted.

S **Specific** – The use of categories will assist with limiting the scope of training goals.

M **Measurable** – The results have to be measured to determine if the trainee has progressed in their training goals.

A **Attainable** – The training goal must be attainable in relation to the skills, abilities, and time afforded the POT.

R **Realistic** – The goal and expected training must be realistic to patrol functions the POT should achieve.

T **Time Bound** – The time frame for completion must be clear and definitive.

Let's Review



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