

**WATCHMEN OF AMERICA
The Commander 90 Day
Probationary Period**

S.O.P.

Standard Operating Procedures

**Formally Established
and Initiated on
MAY 5, 2015**

Written By:
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1st Officer



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INTRODUCTION

In order for new State Group Commanders to build their State Group on a solid foundation, we developed an excellent Mentoring Program that will provide the necessary assistance in accomplishing the many tasks required. Getting started in the right direction is very important as well as gaining a full knowledge and understanding of the Watchmen of America Program.

To achieve this, we have organized a complete "Training" process that will be beneficial and is part of the probationary guidelines required to become a Watchmen State Group Commander.

The additional support of having a Mentor and all the other State Group Commanders available for consultation and assistance, should make this an enjoyable and rewarding experience.

Please review this material for a complete understanding of the entire 90 Day Probation Period and direct any questions you may have to your assigned "Command Mentor" or the National Group Affairs Officer.



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Purpose of the 90 Day Probation Period

Making the decision to step up and command an entire Watchmen State Group is no easy thing to do. There is a **tremendous amount of duty and responsibility** that comes along with the positions of Commander and Executive Officer, in this specific case.

Normally, State Commanders of other groups such as militias or survival groups, etc. are not part of a bigger National Program affiliation. Therefore, they only have to concentrate on running their group at the most basic level. Being an intricate part of a National Program Command Board requires more participation and even knowledge of how the National Program functions and operates.

Another factor to be considered is the situation of being part of a paid membership based organization and understanding all the additional details involved in this type of environment.

To make all this easier for the new State Commanders, we have developed an exclusive "**Mentoring and Training**" program that has become a requirement for all Commanders to complete as part of accepting their positions. This among other additional tasks are all part of the 90 Day Probationary Period.

Another consideration in all of this is determining if "We are a good fit for you?" and vice versa, "Are you a good fit for the Watchmen?" It is our true belief that a long term commitment such as this, needs to be a **WIN/WIN situation** for everyone. This probation period and the tasks involved serves to indicate a full desire and dedication to pursue this endeavor, on both sides.

We are only prepared to invest a large amount of material, financial and human resources on assisting to build your State Group, so long as you are **in this for the "Long Haul" and commitment**. Otherwise, if this is just a past time or considered a hobby of sorts, then we will not be a good fit for any group commanders who lack a serious attitude.

"Making the ultimate decision in commanding a Watchmen State group is truly a Life Changing endeavor and not one to be taken lightly."

Freebyrd 2014

Assignment of a Command Mentor

The successful completion of the **90 day Probation Period** was NOT designed to be easy. In some cases, people would consider it somewhat grueling, especially when it comes to the Training Course and Final Examination processes. Therefore we have created a "**Mentoring Program**" in order to provide the new **Command Element** a greater chance of succeeding.

Upon the acceptance of the new Commanders in the Watchmen Board Vetting Process, they will be assigned a "**Command Mentor.**" It is the Mentors job to assist and guide the new Commanders throughout the entire probation period. The Command Mentor is there to assure that all required tasks are completed, information is provided and knowledge is acquired in relation to the new Commanders' responsibilities.

The Mentor will share their knowledge, experience, advice and tips in order to give the new Commanders a head start in passing their probation.

If for any reason, either the new Command Element or the Mentor find that they have personality conflicts or simply cannot get along with each other, then either party reserves the right to "**Request a Change of Mentor.**" (see page 17 for more details)

The Command Mentor is responsible for establishing and maintaining communications with the new Commanders on a regular basis. Additionally, the Mentor will make themselves available for consultation when needed and they shall be expected to respond to any requests within a reasonable amount of time - (No more than 48 hours).

It is also expected that the Command Mentor will turn in "**Progress Reports**" on the status of the new Commanders and the progress they are making in the overall probation process.

The Command Mentor is assigned to the new Commanders by the **National Group Affairs Officer**, shortly after they have passed the Board Vetting process and have been preliminarily accepted for command.

The Watchmen of America Program Training Course

One of the primary goals of the 90 Day Probation Period is to complete an extensive **Watchmen Program Training Course**. This course is specifically designed to provide all the detailed knowledge regarding the Watchmen of America web site and a thorough understanding of "How the Membership Program Works", and all about the organizational structure of the National Staff and various departments.

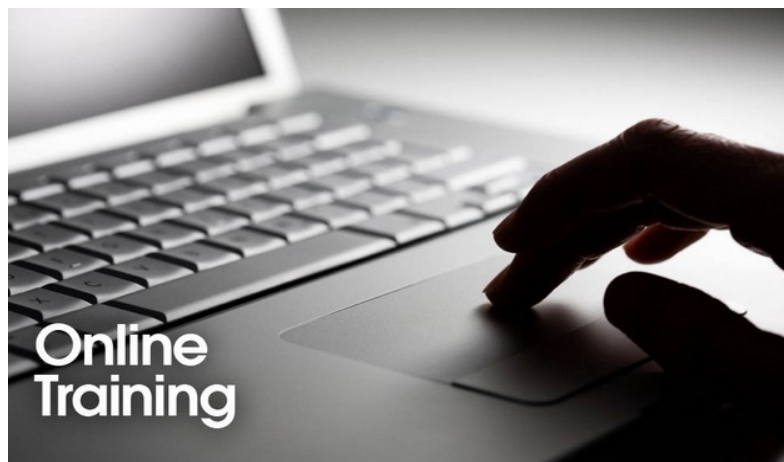
This Training Course is divided out into **eight (8) weeks of training** in what we call "**Evolutions**." These Evolutions are each a lesson plan designed to provide a series of questions that the new commanders must research themselves from available resources in order to answer the questions correctly.

The Training Course Evolutions will be completed utilizing a web site instructional format. This means the questions asked must be answered using a provided location in the Watchmen web site for **submitting the answers online**.

The answer submitted from both the new Commanders will forward to the appropriate **National Training Officer** as well as a copy will go to the Command Mentor. It is the Mentors' responsibility to assure that both new Commanders stay on schedule with completing their "**Weekly Evolutions**" and to submit a progress report at least once per month on the Evolution scores. All test submissions and progress reports will be submitted to the National Group Affairs Officer as well.

Every week, the number of questions in each of the Evolutions will increase, with some of the questions being repeated from prior Evolutions. This is done in order to develop a "**Retention**" of the material already covered over a lengthy period.

At the end of the eight (8) weeks, there will be a "**Summary Trial Test**" that the new Commanders can complete in order to assess their own readiness to enter the **Final Examination** stage. (See page 10 for more details regarding the final examination.)



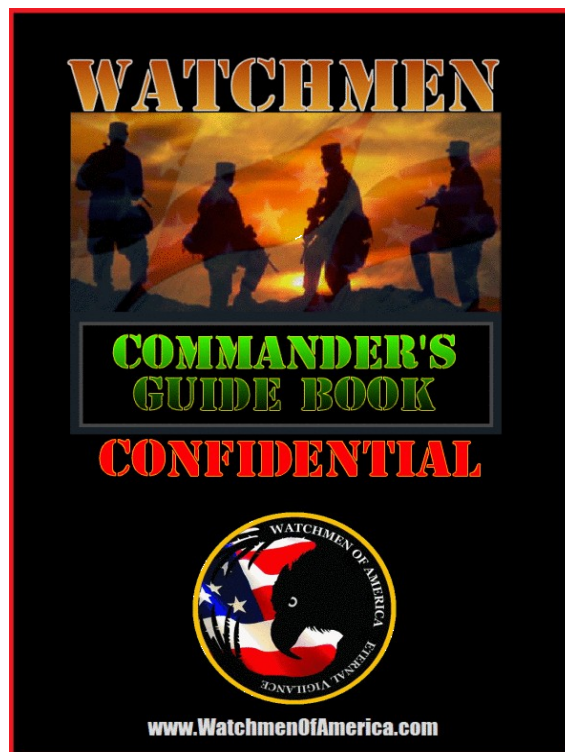
The Commanders Guide Book

A very valuable resource that will become instrumental in successfully gaining full knowledge of the Watchmen of America organization and how it functions, is the Commanders Guide Book.

This guide book is filled with vital information that will serve the new Commanders tremendously in their positions for years to come. **The Commanders Guide Book** should be considered an important tool as both a reference guide and a resource from which they will need to obtain many of the answers from while performing their Training Courses.

The Commanders Guide Book is considered to be one of the cornerstones of the Watchmen of America organization and therefore it is **HIGHLY CONFIDENTIAL** and should **NEVER** be distributed or shared with anyone other than a fellow Watchmen Command Board Member.

As this guide is updated periodically, the Commanders will receive the updated editions and the older editions will need to be deleted wherever they have them stored.



Additional Tasks for State Group Development

After being accepted for new Command, by the Watchmen Command Board, the new State Commanders have a lot of things to do in order to "**Launch**" their State Group. Getting organized and obtaining all the tools, resources and information needed is a vital part of that process.

In addition to participating in the Watchmen Program Training Course, the Commanders must begin to **achieve other tasks** as well. Simultaneously, they will need to work with their Command Mentor for assistance in things such as:

- ▶ Official State Web Site
- ▶ State Web Site Email Box Set-up
- ▶ Accessing and Orientation of their State Command Area
- ▶ Obtaining Security Access Levels
- ▶ Learning How to Register New Group Members
- ▶ Obtaining Promotional Materials
-etc.

Within the **Commanders Guide Book**, is a convenient checklist that will greatly assist with these tasks. the list is on page 14 and is called "**Where To Begin.**" While the new Commanders are performing their Training Courses, they will also want to make sure they begin immediately working on this "Where To Begin" checklist.

This checklist gets them started with achieving all the things they will need and contacting all the National Staff members that will need to assist them such as the Member Services Director and Group Affairs Officer, etc.



Final Examination Requirements

Having a full knowledge of the Watchmen of America Program and the organization is extremely important in order to achieve the goals for any State Group and their Commanders. Therefore we use the 90 Day Probation Period to implement a **thorough training course** as part of that process.

At the end of the 90 days (12 weeks), we require a **reasonable demonstration** from both Commanders that this knowledge has been achieved. To do this, we have a **Final Examination** that needs to be completed successfully by both Commanders. The examination basically reviews all that has been covered in the eight (8) week Evolutions and information found within the Commanders Guide Book.

As a condition of the 90 Day Probation Period, a successful "Passing Score" will need to be obtained before moving on to the final stage, "The Probationary Review Hearing."



Testing Parameters and Scoring Details

Details of the Final Examination Process:

- 1.) The Final Examinations are conducted by appointment only and scheduled by submitting a request to the National Training Coordinator (NTC) using the link provided in the Training Area of the Watchmen web site.

There will be pre-set dates and times to choose from in the appointment schedule or the Trainee can request a custom date and time using the provided submission form.
- 2.) The National Training Coordinator will contact the Trainee through Skype and confirm the appointment.
- 3.) At the given time of the appointment for examination, the Trainee will contact the Training Coordinator using Skype, for a brief explanation of the instructions before the test begins. The Training Coordinator will be standing by throughout the duration of the examination to render any assistance.
4. All tests are conducted under a time limit of two (2) hours maximum. At the end of the allowed time, the Training Coordinator will announce the end of the examination and require the Trainee to "SUBMIT" their answers whether they are finished or not.
- 5.) The Training Coordinator will receive the examination form and perform the scoring of the test. The results will be sent to the Trainee and Command Mentor and the Group Affairs Officer within 48 hours.
- 6.) The Trainee reserves the option to take the examination orally instead of using the online testing feature and must make this selection at the time of setting the appointment.
- 7.) The examination has several versions which the Training Coordinator will select at random. In cases where the Trainee may have a "Re-Test", they will be given a different test than they performed before. State Group Commanders will be tested separately using different examinations for each.
- 8.) Each examination will consist of approximately Sixty (60) questions each.

9.) Each Trainee will be tested in FOUR Areas of Knowledge:

- A] Overall Watchmen Web Site Knowledge
- B] Program/membership Information
- C] National Staff & Departmental Responsibilities
- D] Specialty Area....Related to the Trainees' position

Specialty Area 1] State Group Command Element
Specialty Area 2] State Coordinator
Specialty Area 3] National Staff & Customer Support

10.) Each question will be scored according to the following "Point Scale."

- 0 points = Incorrect Answer
- 2 points = Correct Answer

11.) The highest possible score on the test would be 120 points, based on 60 questions.

12.) Each Trainee must score at least 80% Score on their examination in order to "Pass" the testing process.

80% = 96 Points

This means you can completely miss up to 12 questions and still barely Pass. Please note: this is a Pass or Fail type of test, there is no in between.

13.) Upon successfully passing the final Examination, the Trainee will move forward to the final step of the Probation Period, "**The Probation Review Hearing.**"

SPECIAL NOTE:

During the examination , the Trainee is NOT permitted to use the Watchmen of America web site in order to look-up any answers to the questions. To safeguard against this, we will be utilizing several monitoring tools that are built into the web site.

If any Trainee attempts to access any other web site pages other than the examination page, our control panel will detect this and "Alert" the Testing Monitor who shall notify the Training Coordinator and the test will be halted. This will result in an immediate disqualification of the Trainee taking the test.

The Final Assessment Report by the Command Mentor

Upon successfully passing of the Final Examination, the Command Mentor will have a consultation review meeting with the New Commanders and discuss the final phase of the probation period.

The Mentor will complete a Final Assessment Report and submit that to the Group Affairs Officer for review in preparation for the Probation Review Hearing. This report will be reviewed by the Probation Hearing Panel prior to the final interview.

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The Command Mentor is responsible for completing a final **Assessment Report** on the overall progress of the new Commanders and their preparedness to continue on to the final phase of the **Probationary Review Hearing**.

The **Assessment Report** will indicate any known weaknesses and or strengths in the knowledge gained as well as other observations such as:

- ▶ Proper positive attitude.
- ▶ Willingness to learn.
- ▶ Willingness to work with others.
- ▶ Attention to details.
- ▶ Communication Skills.
- ▶ Ability to address problems and conflict resolution.
- ▶ Dedication and Commitment to the position of Commander and the leadership of their State Group.
- ▶ Accuracy of the knowledge gained about the Watchmen Program overall and its, features, benefits and services.
- ▶ Ability to set goals and seek to achieve them.
- ▶ Availability and attention to successfully perform required tasks.
- ▶ Knowledge and ability to navigate properly to various areas of the Watchmen web site and find particular items.

The Command Mentor will use a specific "**grading scale**" in order to assess all of these areas based upon the following grade that can be indicated on each of the topics listed above.

Grading Scale for the Assessment Report

- 1 = Bad**
- 2 = Poor**
- 3 = Average**
- 4 = Good**
- 5 = Excellent**

The final Assessment Report will be completed and submitted as a form found within the Watchmen web site in a special **Mentoring Area**.

If the Command Mentor and new Commanders agree they are ready for the Probationary Review Hearing, then the Mentor will schedule that Hearing with the **National Executive Assistant**.

If for any reason the Commanders do not feel they are quite ready or if they failed to pass the final examination, the Mentor can submit a "**Request for Probation Extension**" that will provide an additional thirty (30) days to prepare, re-test or both. In that additional time, the Commanders may retake the Final Examination and/or finish preparing or completing required tasks.

There will only be one (1) 30 day extension allowed. If the Commanders are unable to pass the examination or complete all unfinished tasks by the end of the extended time, they will be disqualified from their positions.



Preparation for Final Probationary Hearing Review:

The Probationary Review Hearing is designed to address any weaknesses and strengths of their overall achieved knowledge of the Watchmen Program. Additionally, this is the time to discuss any issues, concerns, problems, etc. The final decision will be made on behalf of both parties, if the desire for permanent status exists.

Once the new Commanders have achieved all the tasks necessary and feel they are ready, the Command Mentor will submit a "**Request For Probationary Review Hearing**" The Mentor will submit this request from the Mentoring Area by completing the necessary form which will prompt the National Executive Assistant to set a Hearing Appointment. The Mentor shall submit a preferred Day of the Week and a preferred Time so that the Executive Assistant can find an appropriate slot for the hearing.

The National Executive Assistant shall confirm and notify the Command Mentor of the assigned date. **It is the Mentors' responsibility to confirm and notify the new Commanders of the Hearing Appointment.**

Once the **Probationary Review Hearing** date arrives, the Command Mentor will be expected to attend the meeting, however they will NOT take part in the interview process. They will be present in order to provide the Hearing Panel with any verbal feedback or comments that may be requested regarding the **Final Assessment Report** that was submitted earlier or any additional information related the their Mentoring period.

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The Probationary Review Hearing is conducted by a **Watchmen Board Panel** consisting of National Staff and National Officers.

The Review Hearing itself will involve a "**Discussion Session**" performed by the Panel Members. This will be an evaluation of the **Testing Results** and the "**Final Assessment Report.**"

Discussion Session:

This session is for the purpose of determining if the Commanders are satisfied and comfortable with their experiences so far and whether they desire to proceed in a permanent status. It is best to determine at this time if both parties agree that this is a WIN/WIN relationship and the desire to move forward on a permanent basis is applicable.

Accepting "Permanent" Status

Once a decision has been agreed upon to accept a "**Permanent Status**" by both Commanders, they will be fully seated at the Watchmen of America Command Board.

It is the option of either Commander or both to "**Decline**" the positions if they feel this relationship is not quite suitable for them. They can do so without prejudice and a peaceful separation will be expected on behalf of all parties.

We deeply Honor all those who work diligently in achieving the kinds of success we are known for here within the Watchmen of America, and we are here to serve the State Group Commanders in all their endeavors of making their State Groups thrive and succeed.

Accepting a Permanent Seat at the Watchmen Command Board has been a privilege for everyone who has achieved this status. The Commanders play an important role in determining the future of the organization as well as the functions of the many program features offered by the Watchmen Program. Their expertise, knowledge and advice have been instrumental to our longevity and endurance in the patriot community.

We look forward to having all new Commanders successfully complete their Probationary Period and settle into the work of organizing to save this nation.



Conflicts of Interest

Let's face it, elements of personality and character can sometimes create problems that can cause people to fail in their communications with others. When you have several "**A**" **type personalities** together, there can be issues of attitude that may arise.

While we encourage all Commanders to maintain a **proper attitude of cooperation and consideration** for one another, occasionally personalities will in fact clash. In these instances, it is simple best to separate those individuals rather than attempt to push them into an unwanted participation with each other.

There are various situations that may take place or exist that can cause personal conflict. For example, language barriers and inability to communicate effectively. Even religious beliefs can become barriers for communications if a devout Christian gets paired up with someone who excessively curses too much. **All parties must feel comfortable with one another** in order for them to work together effectively.

THEREFORE.....

If at any time during the mentoring process, **a conflict arises** that may provide friction between the Command Mentor and the new Commander trainees, then a "**Special Request for Replacement**" may be submitted by either party.

Based upon the request, either the Command Mentor may ask to be replaced by another mentor or the New Commander and/or the Executive Officer may request a different mentor be assigned to them.

The main thing to remember here is that we do not have to always "like" the people we are serving with in our duties, but we absolutely **MUST MAINTAIN** a healthy respect for one another at the professional level and do not let emotions tear down the **Patriot Brotherhood** of what we all stand for.

The true quality and value of brotherhood depends greatly on the commitment and dedication of those who have become united for one another.

Freebyrd 1997

Definitions:

Command Element - This consists of the Commander (CO) and the Executive Officer (XO) of a State Group.

Command Mentor - This is an existing State Group Commander who has registered and volunteered to serve as a Mentor for incoming new State Group Command Elements who are in their 90 day probationary period.

Evolutions - The Training Course is divided out into eight (8) weeks of training in what we call "Evolutions." These Evolutions are a series of questions that the new Commanders must research themselves from available resources in order to answer the questions correctly.

Final Assessment Report - A report completed by the Command Mentor upon the end of the 90 day probation period regarding the evaluation of the Command trainees achievements.

Instructional Orientation - A brief training process to prepare a Commander for volunteering to serve as a Mentor.

Mentoring Area - A specialized location within the Watchmen of America web site where Command Mentors can perform various tasks necessary to the performance of their duties as a mentor.

Mentoring Report - A monthly status report on the progress of the overall mentoring session between the Command Mentor and their assigned new Commander trainees.

Probation Review Hearing - The final examination and assessment meeting that takes place at the end of the Commanders' 90 day probation period. It involves a verbal testing procedure and a discussion interview that once successfully completed with provide the new State Group Command Element, permanent status on the Watchmen of America Command Board if they choose to accept the appointment.

NOTE SHEET