

GENERAL ORDER



DISTRICT OF COLUMBIA

Subject Personnel Performance Management System (PPMS) and the Supervisory Support Program (SSP)		
Topic	Series	Number
PER	120	28
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Replaces: GO-PER-120.28 [Personnel Performance Management System (PPMS) and the Supervisory Support Program (SSP)], Effective Date April 11, 2007		
Rescinds: SOP 07-01 [Personnel Performance Management System (PPMS) and Supervisory Support Program (SSP) Operations Manual], effective date April 11, 2007 TT-03-096-12 [Supervisory Support Program (SSP)], Issued March 26, 2012 TT-11-092-12 [Addendum to Supervisory Support Program (SSP) Message – Teletype No. 03-096-12], Issued November 27, 2012 TT-08-007-13 [Supervisory Support Program (SSP)], Issued August 2, 2013		

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I. BACKGROUND

This general order establishes the policy governing the use of the Personnel Performance Management System (PPMS), the system used by the Metropolitan Police Department (MPD) to track internal, chain of command administrative investigations as well as investigations conducted by the Internal Affairs Bureau. PPMS is also designed to support the successful implementation of the Supervisory Support Program (SSP), the Department's early identification system for identifying and supporting sworn and civilian employees and Reserve Corps members who may be experiencing issues affecting their job performance. Based on the sensitive and confidential personnel data in PPMS, the system is protected by an electronic auditing system and by security rights that permit specific access by authorized personnel only.

II. POLICY

The policy of the MPD is to use PPMS to track and monitor chain of command administrative and internal affairs investigations and to support the fair and equitable use of SSP. PPMS shall be used to promote and maintain the highest professional

standards of performance and accountability, while preserving the privacy rights of each member.

III. REGULATIONS

- A. PPMS shall contain information regarding the following incidents and events involving members including the outcomes of any related investigations and any disciplinary action taken:

Awards	Complaints	Vehicle Pursuits
Training	Misconduct Allegations	Lawsuits
Promotions	Military Service	Reportable Uses of Force
Education	Vehicle Crashes	Canine Deployments

- B. PPMS data designated as confidential under District of Columbia or federal law shall be protected against unauthorized disclosure. Only supervisors and other authorized personnel, whose official duties require them to review information in PPMS, shall be given access to a member's PPMS data.
- C. The unauthorized disclosure or misuse of information in PPMS is punishable by disciplinary action up to, and including, termination, and may also be punishable by criminal penalties.
- D. Supervisors and managers may be evaluated on their use of PPMS against applicable performance standards.
- E. The implementation of PPMS and SSP shall not conflict with the provisions of any applicable collective bargaining agreement.

IV. PROCEDURES

- A. Incident Summary Numbers
1. Incident summary (IS) numbers are required for the following incidents:
 - a. Reportable uses of force;
 - b. Allegations of misconduct including complaints by members of the public; and
 - c. MPD vehicle crashes and vehicle pursuits.
 2. Supervisors shall contact the Internal Affairs Bureau (IAB) **immediately** to obtain IS numbers for:
 - a. Serious use of force incidents;

- b. In-custody deaths;
- c. MPD vehicle crashes or pursuits resulting in a fatality.
- d. Arrests of members by MPD or other jurisdictions; and
- e. Members who are the subject of a temporary protection order, civil protection order, or equivalent.

NOTE: Between the hours of 0700 and 1600, supervisors may call IAB. At all other times, IAB may be contacted by requesting a page through the Command Information Center.

3. For all other incidents, supervisors shall obtain IS numbers in PPMS prior to the end of their shift.
4. Watch commanders shall ensure any required preliminary reports are submitted in accordance with SO-12-18 (Preliminary Reports).

B. Supervisory Support Program (SSP)

1. SSP Indicators and Points

- a. When incidents are entered into PPMS that have associated SSP indicators (Attachment A), SSP points are automatically assigned to the subject members.
- b. Members who are involved in a single incident that generates multiple SSP indicators (e.g., a vehicle pursuit ending in the use of OC Spray) will be assessed SSP points for each indicator.

2. SSP Supervisor Responsibilities - General

- a. Supervisors may conduct an SSP Assessment at any time they determine an assigned member is engaging in at-risk behavior, regardless of whether the member has reached the SSP threshold. Supervisors who wish to conduct an assessment shall contact the SSP Program Manager for guidance.
- b. Supervisors shall conduct an SSP assessment when notified by the SSP Program Manager that an assigned member has reached the SSP threshold.
- c. It may be determined that an intervention is needed each time a member is assigned an indicator, or that an intervention is developed based on the totality of a group of indicators. Therefore, a member may be participating in more than one SSP intervention plan with more than one completion date.

- d. Supervisors shall delay the creation and implementation of SSP intervention plans for members involved in criminal proceedings until the proceedings conclude.
- e. Supervisors and managers shall ensure meetings related to SSP are documented and that periodic status reports and other required documentation are completed by assigned deadlines.

3. SSP Assessment

- a. Upon automatic notification that a member has reached the 100-point threshold or when notified by a member's supervisor that an SSP assessment will be conducted on a member, the SSP Program Manager shall:
 - (1) Verify that the member's PPMS record is accurate and ensure that any identified errors are corrected in a timely manner.
 - (2) Notify the member's supervisor through the chain of command that an SSP assessment is required and the associated deadlines.
- b. Upon notification that an SSP assessment is required, the member's supervisor shall meet with the member. Prior to the meeting, the supervisor shall review all information on the member in PPMS, to include the member's SSP case folder. During the meeting, the supervisor shall:
 - (1) Inform the member that he or she has reached the SSP threshold (if applicable), that he or she is required to participate in an SSP assessment, and he or she may be recommended to participate in an SSP intervention plan.

NOTE: Members may have union representation during the SSP process upon request.
 - (2) Review with the member the indicators that required the SSP assessment.
 - (3) Document in the member's SSP case folder any additional information the member provides regarding the incidents that resulted in the member reaching or exceeding the SSP threshold, and any other information pertaining to the meeting.
- c. The member's supervisor shall then meet with his or her manager to review the member's SSP case folder and discuss the following factors:

- (1) PPMS documentation including, but not limited to, the number and seriousness of the indicators that triggered the SSP threshold;
 - (2) The member's last two performance ratings;
 - (3) The supervisor's assessment of the member's behavior and performance including their involvement in the incidents that triggered the SSP threshold and his or her meeting with the member;
 - (4) Input from the member on the types of interventions he or she may feel are needed;
 - (5) During the period of time the member reached the SSP threshold the amount of time the member spent in a less-than-full-duty-status and the member's leave usage.
 - (6) Performance improvement plans, as applicable.
- d. For any cases which could result in adverse action, the SSP process shall be suspended at the assessment phase until final discipline has been imposed.

4. SSP Intervention Plan

- a. Managers shall prepare an intervention plan in PPMS. The manager shall take into consideration the member's pattern of behavior, any technical assistance provided by the SSP Program Manager, and the seriousness of indicators.
- b. Interventions may include, but are not limited to:

Oral or Written Counseling	Referral to Medical Services
Training	Referral to MPEAP/Inova EAP
Increased Supervision	Change in Assignment

- c. Managers may recommend interventions not readily available through Department or District government resources. In these cases, the manager shall identify the specific resource, any associated cost, and how the resource will be used in the intervention plan.
- d. Managers may recommend that no intervention take place depending on the facts and circumstances of the indicators. In these cases, managers must document the reasons supporting their recommendation.

- e. Managers shall consult with their commanding officials on their recommended intervention plan to ensure concurrence before sharing the plan with the supervisor and involved member.
- f. The manager, supervisor, and involved member shall meet to discuss the intervention plan. The supervisor shall:
 - (1) Discuss the types of interventions planned for each indicator.
 - (2) Review the timeline for completion of the planned intervention, inform the member that the start date will be the day after this meeting is conducted, and ensure the member understands the plan will be in place for a maximum of six months.
 - (3) Scan the signed copy of the SSP intervention plan and attach to the SSP case folder in PPMS by the assigned deadline.

5. SSP Progress Reviews

- a. The supervisor shall meet with the member at least twice each month after the plan is signed to review and document progress in the member's SSP case folder, to include the dates upon which each intervention concluded, or reasons why individual interventions were not completed. For interventions that involve:
 - (1) Training, referrals to MPEAP/Inova EAP, or referrals to the Clinic – the supervisor shall document in the SSP case folder the date the member was notified and the date the member completed the training or appointment.
 - (2) Oral or written counseling (within the Department) – the supervisor shall document in the SSP case folder the name of the official that provided the counseling, the date of the counseling, whether follow-up is required, and the topics covered.
 - (3) Other types of interventions – the supervisor shall take the necessary steps to arrange for the member to participate in the intervention, and document the actions taken and relevant dates in the SSP case folder.
- b. The manager shall meet with the supervisor once every 30 calendar days to review progress on the member's intervention plan. If it is determined that the member will not be able to complete the intervention plan within the agreed-upon timeframe due to extenuating circumstances, the manager may request an extension from the SSP Program Manager.

- c. The SSP Program Manager shall consult with Assistant Chief of the IAB to determine whether an extension is warranted.
 - d. SSP intervention plans shall be in place for a maximum of six months, absent exigent circumstances. While successful completion of the plan by the member is not mandatory, it shall document a member's receptiveness to management feedback.
 - e. Supervisors shall ensure all information regarding the member's participation in the intervention plan is documented in PPMS upon completion of the intervention plan.
6. SSP Point Accrual During Intervention Plans and Point Resets
- a. A member's indicator points will be reset to zero upon a favorable disposition (Attachment A), after 18 months, or upon completion of the applicable intervention plan.
 - b. New incidents that occur during the course of completing an intervention plan will be considered in context with any previous pattern of incidents over an 18-month period, regardless of whether points for previous incidents have been reset to zero.
 - (1) A new incident may necessitate implementing another SSP intervention plan.
 - (2) If a member has multiple plans the indicator points associated with each plan will be reset to zero as each plan is successfully completed.
 - c. If additional indicators accrue during the implementation of an intervention plan, the supervisor **does not** need to wait until the SSP threshold is reached, but can initiate an SSP assessment, and develop a new intervention plan if warranted.
- C. Member Access and Corrections to PPMS Data
- 1. Members may access PPMS to review their PPMS Information Record.
 - 2. Members who become aware of corrections or updates that need to be made to PPMS shall submit a request to correct the information to ssp.adminbox@dc.gov. The request shall include:
 - a. The member's name, CAD number, and as applicable, the IS number related to the inaccurate information;
 - b. The specific PPMS screen containing the inaccurate information, to include a list of the data fields that contain the inaccurate information; and

- c. A list of the correct information that is recommended to replace the inaccurate information along with any supporting documentation.
3. The Assistant Chief of IAB or his or her designee shall ensure requested changes to PPMS data are verified and updated in a timely manner and that the affected member is notified of the outcome of the request.

V. ROLES AND RESPONSIBILITIES

- A. Supervisors shall review assigned members' PPMS records at minimum, on a quarterly basis, to identify when SSP interventions may be appropriate.
- B. Managers and commanding officials shall review their members' PPMS records and the records of their assigned units at minimum, on a quarterly basis, to identify and address potential issues at the member and unit level.
- C. The Commanding Official of the Canine Unit shall ensure all canine deployments are entered into PPMS in a timely manner.
- D. The Commanding Official of the Disciplinary Review Division (DRD) shall ensure information related to DRD-issued discipline is entered into PPMS in a timely manner.
- E. The Office of the General Counsel shall ensure lawsuit information is entered into PPMS in a timely manner.
- F. The Assistant Chief of IAB shall be responsible for the oversight of PPMS and SSP and shall ensure information regarding investigations, element issued corrective action, and SSP interventions are entered into PPMS in a timely manner.

VI. DEFINITIONS

When used in this directive, the following terms shall have the meanings designated.

	Term	Definition
1.	At-risk behavior	Involvement in incidents or conduct that warrants management action, or a pattern of incidents or conduct that, even if not a violation of MPD policies or procedures, is a potential violation of GO-RAR-201.36 (Metropolitan Police Department Sworn Law Enforcement Officer Code of Ethics).
2.	Manager	Person to whom a supervisor directly reports, the rank of lieutenant or above and their civilian equivalents.
3.	PPMS information record	PPMS record that may be accessed by a member that provides summary information regarding the member's training, promotional history, military service, awards, education, and incidents in which the member has been involved (e.g., use of force, misconduct).

4.	Reportable use of force incidents	Use of force incidents requiring completion of the Use of Force Incident Report (UFIR) or Reportable Incident Form (RIF) in accordance with GO-RAR-901.08 (Use of Force Investigations).
5.	Serious use of force	<p>Actions by members including:</p> <ul style="list-style-type: none"> a. All firearm discharges by a member with the exception of range and training incidents, and discharges at animals; b. All uses of force by a member resulting in a serious physical injury; c. All head strikes with an impact weapon; d. All uses of force by a member resulting in a loss of consciousness, or that create a substantial risk of death, serious disfigurement, disability or impairment of the functioning of any body part or organ; e. All incidents where a person receives a bite from an MPD canine; f. All uses of force by an MPD member involving the use of neck restraints or techniques intended to restrict a subject's ability to breathe; and g. All other uses of force by a member resulting in a death.
6.	Supervisory Support Program (SSP)	<p>MPD's early intervention program overseen by the SSP Program Manager that consists of indicators, a threshold, assessments, intervention plans, and progress reviews in order to evaluate and address at-risk behavior. The SSP Program and the development and implementation of intervention plans are non-disciplinary and are intended to provide support and assistance to members and their supervisors in addressing potential issues and improving performance.</p> <ul style="list-style-type: none"> a. SSP indicators – incidents and behaviors that are assigned predetermined points according to the seriousness of the incident. b. SSP threshold – 100 indicator points. c. SSP assessment – review conducted by the supervisor and manager in consultation with the division or district commanding official when a member is identified as potentially needing an intervention plan. d. SSP intervention plan – plan for a member to participate in training, counseling, or other activities to address a pattern of conduct that potentially puts the member, Department, or the public at risk. e. SSP Program Manager – member assigned to the Internal Affairs Bureau (IAB) who is responsible for managing the SSP through oversight and communication with affected Department elements and members regarding SSP implementation.

VII. ATTACHMENT

A. Attachment A: SSP Indicator Chart

A handwritten signature in black ink, appearing to read "Peter Newsham", with a long horizontal flourish extending to the right.

Peter Newsham
Chief of Police

PN:KDO:MOC:SMM

SSP Indicator Chart

SSP INDICATORS		POINTS			
Use of Force	Pre-disposition	Justified, Within Department Policy	Justified, Policy Violation	Justified, Tactical Improvement Opportunity	Not Justified, Not Within Department Policy
Fatality	*	0	10	10	100
All firearm discharges (no range, training, animals)	25	0	10	10	100
Loss of consciousness, substantial risk of death	25	0	10	10	100
Broken bone or injury requiring hospitalization	25	0	10	10	100
Canine bite	25	0	10	10	100
All head strikes with an impact weapon	25	0	10	10	100
Any use of force not included above	10	0	10	10	100
Misconduct Allegations	Pre-disposition	Unfounded	Sustained	Insufficient Facts	Exonerated
All criminal arrests or filing of criminal charges to include domestic violence (CPO/TPO)	*	0	100		0
Civil suits based on an existing investigation in which there is a judgement against a member indicating liability	25	0	100	0	0
Discrimination, retaliation	25	0	100	0	0
EEO complaints	0	0	100	0	0
Harassment	25	0	50	0	0
Demearing, insulting, or humiliating language	25	0	50	0	0
Excessive force	10	0	100	0	0
Improper threat of force	10	0	100	0	0
Unlawful search/seizure	10	0	100	0	0
Unlawful stop	10	0	100	0	0
False arrest	10	0	100	0	0
All cases dismissed due to officer credibility	25	0	100	0	0
Suppression order granted due to officer misconduct/judicial finding of officer misconduct	25	0	100		0
Intentionally providing false information in investigation	25	0	100	0	0
Court no-show: witness conference	5	0	5		0
Court no-show: grand jury	5	0	5		0
Court no-show: testifying	10	0	10		0
Court no-show: papering	10	0	15		0
Clinic no-show: AWOL	15	0	25		0
Clinic no-show: All other types	10	0	15		0
Willfully disobeying orders/Insubordination	25	0	100		0
Orders/Directives Violation	15	0	25		0
Undependability/Tardiness	15	0	25		0
AWOL	15	0	25		0
All other misconduct allegations not listed above	10	0	25	0	0
Vehicle-Related Incidents	Pre-disposition	Justified	Not Justified	Preventable	Non-preventable
Vehicle crashes	10			50	0
Vehicle pursuits	25	0	50		
Vehicle pursuit: fatality	*	0	100		
Performance Evaluation Indicators					
Annual Performance Rating of: "Inadequate Performer" in e-Performance or "Does Not Meet Expectations" in PMS.	100				
Notes: * Indicates automatic Intervention. Confidential cases will not accrue predisposition points.					