

# STANDARD OPERATING PROCEDURES



## PERSONNEL PERFORMANCE MANAGEMENT SYSTEM (PPMS) AND THE SUPERVISORY SUPPORT PROGRAM (SSP)

April 2007

## **TABLE OF CONTENTS**

---

### **Personnel Performance Management System (PPMS) and the Supervisory Support Program (SSP)**

<b>I.</b>	<b>BACKGROUND</b>	Page 1
<b>II.</b>	<b>DEFINITIONS</b>	Page 1
<b>III.</b>	<b>PPMS DATA</b>	Page 3
<b>IV.</b>	<b>PPMS DOCUMENT MANAGER MODULES</b>	Page 5
<b>V.</b>	<b>SUPERVISORY SUPPORT PROGRAM (SSP)</b>	Page 8
<b>VI.</b>	<b>SSP INDICATORS</b>	Page 9
<b>VII.</b>	<b>SSP ASSESSMENT AND INTERVENTION</b>	Page 10
<b>VIII.</b>	<b>SSP PROGRESS REVIEWS</b>	Page 16
<b>IX.</b>	<b>INVESTIGATIONS IN PPMS</b>	Page 17
<b>X.</b>	<b>CORRECTIONS/UPDATES TO PPMS DATA</b>	Page 23
<b>XI.</b>	<b>CROSS REFERENCES</b>	Page 24
<b>XII.</b>	<b>ATTACHMENTS</b>	Page 24

# STANDARD OPERATING PROCEDURES



DISTRICT OF COLUMBIA

Subject  
**Personnel Performance  
Management System (PPMS) and  
the Supervisory Support Program  
(SSP)**

---

Effective Date  
**April 11, 2007**

---

Related To  
**GO-PER-120.28 [Personnel Performance  
Management System (PPMS) and the  
Supervisory Support Program (SSP)],  
Effective Date TBD**

## I. BACKGROUND

This Standard Operating Procedure is to be used in conjunction with GO-PER-120.28 [Personnel Performance Management System (PPMS) and the Supervisory Support Program (SSP)] and the cross-referenced directives.

## II. DEFINITIONS

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

1. At-risk behavior – The involvement in incidents and/or conduct that warrants management action, or a pattern of incidents and/or conduct that, even if not a potential violation of MPD policies and/or procedures, is a violation of the Law Enforcement Code of Ethics (GO-RAR-201.36).
2. Employee Summary Sheet – Refers to the tab on the Personnel Management Document Manager that allows members to view their incidents by date and disposition.
3. Incident Summary (IS) Number – The number assigned to an incident that requires an internal investigation.
4. Investigating Member – Refers to the member responsible for investigating a particular incident.
5. Manager – The person to whom a supervisor directly reports. A manager is generally in charge of more than one element and/or program, and may have more than one supervisor who reports directly to him/her.
6. Member – Sworn or civilian employees of the Department.

7. Peer-to-peer comparison (Individual and Group)– A type of data analysis that permits the examination of incident data for similarities and differences between members/elements in their command, and other, similar individuals/groups across the Department.
8. Personnel Performance Management System (PPMS) – An information technology system that maintains, integrates, and retrieves data relative to MPD personnel.
9. PPMS Business Manager – A member in the Office of Professional Responsibility (OPR) whose primary responsibility is the oversight of the day-to-day operations of PPMS. The PPMS Business Manager oversees data quality and data confidentiality protocols, to include protocols for corrections/changes to PPMS data. He/she will also serve as a resource for providing assistance to members with procedural questions regarding PPMS, and as the OPR liaison to the Office of Human Services (OHS) SSP Program Manager.
10. PPMS Document Manager – An electronic file that permits the secure creation and sharing of electronic records that pertain to the information captured in specific PPMS Modules. Document Managers are the equivalent of electronic forms, which integrate related data currently stored as hard copy, or in other databases.
11. PPMS Module – Organizes one or more related PPMS Document Managers.
12. Promotion –The change of a sworn member to a position at a higher rank; e.g., from officer to sergeant. For civilian members, a change to a higher grade level within the same job classification system and pay schedule or to a position with a higher representative rate in a different job classification system and pay schedule.
13. Supervisor – The person to whom a member directly reports. A supervisor is generally in charge of one element and/or program, and is the first level in the chain of command.
14. Supervisory Support Program (SSP) – A program that consists of indicators, a threshold, assessments, intervention plans, and progress reviews in order to evaluate at-risk behavior
15. SSP Indicators – Incidents and/or behaviors assigned predetermined points according to the seriousness of the incident (See Attachment A, “SSP Indicators”).
16. SSP Threshold – A set number of indicator points that requires an SSP Assessment.

17. SSP Assessment – A review conducted by the supervisor or manager in consultation with the Commander/Director when a member is identified as potentially needing an Intervention Plan.
18. SSP Intervention Plan – A plan, requiring completion within six months, developed by the member's Commander, manager, and supervisor as a result of an SSP Assessment, which directs a member to participate in training, counseling or other activities, to address a pattern of conduct that potentially puts the member, citizens, and/or the Department at risk.
19. SSP Progress Review – A meeting to discuss, and document in PPMS, the member's progress with an Intervention Plan. Supervisors and members are required to meet every fourteen (14) days. The member's supervisor and manager are required to meet every thirty (30) days.
20. SSP Program Manager – A member from the Office of Human Services who is responsible for managing the SSP through oversight and communication with affected department elements and members prior to, during, and after the SSP implementation.
21. Special Assignment – As defined in General Order 201.4 (Special Assignment Positions), Part I.C.1.(a-i).
22. Transfer – A change in assignment from one organizational element to another as defined in General Order 101.10.

### **III. PPMS DATA**

- A. PPMS contains data from the following Department databases that members will be able to view in PPMS, but not alter:
  1. Human Resources - Administrative Services Modernization Program (HR-ASMP);
  2. MPDC Office of Human Services Personnel Database (MPDC OHS);
  3. Compliance Suite (Institute of Police Science);
  4. Performance Evaluation System (PES) ratings for Career Service (CS) civilians;
  5. Performance Management System (PMS) ratings for sworn members Sergeant and below;
  6. Performance Management Program (PMP) ratings for sworn members Lieutenant and above, Legal Services, and Management Supervisory Service (MSS) and Executive Service (ES) civilians;

7. Time, Attendance, and Court Information System (TACIS);
- B. The following information from the Department databases listed in Section III.A. can be accessed through PPMS. Viewing such data is contingent upon permissions assigned through PPMS:
1. Complimentary history of all members;
  2. Personnel information (name, CAD number, badge number, address of record, sex, race, and other personnel data);
  3. Assignment, and rank/appointment history, or grade/salary step as applicable;
  4. Educational history;
  5. Training history;
  6. Military service and discharge status.
- C. The following information on members of the Department is maintained in PPMS:
1. Civil or administrative claims filed with, and civil lawsuits served upon the City, or its officers or agents, that resulted from MPD operations, or the actions of MPD personnel;
  2. All allegations and dispositions of misconduct;
  3. All reportable use of force incidents that occur on duty or off duty in accordance with GO-RAR-901.07 (Use of Force);
  4. All studies, reviews, or determinations with respect to the criminal, administrative, tactical, strategic, or training implications of any use of force, including all preliminary and final decisions regarding whether a use of force incident was, or was not, within MPD policy, as applicable;
  5. All supervisory and management actions taken pursuant to a review of PPMS data, including non-disciplinary actions;
  6. All decisions and recommendations regarding discipline, including action taken;
  7. The results of the adjudication (e.g. sustained, exonerated, unfounded, or insufficient facts) of all investigations, both criminal and administrative;
  8. The results of the adjudication of all citizen complaints investigated by MPD and/or Office of Police Complaints (OPC);

9. All reportable incidents, including drawing and pointing a firearm at, or in the direction of, another person; and
  10. All instances in which a police canine is deployed.
  11. All vehicle pursuits and traffic collisions
- D. Additionally, information related to criminal proceedings for both sworn and civilians (as applicable), is maintained in PPMS, to include:
1. All criminal arrests, investigations, and charges related to an MPD member, including all pending investigations of an MPD member that are known to the Department;
  2. All criminal proceedings, known to the Department, initiated against a member of the Department; and
  3. All instances in which MPD is informed by a prosecuting authority that a declination to prosecute any crime was based in whole, or in part, upon concerns about the credibility of an MPD officer, or that a motion to suppress was granted on the grounds of a constitutional violation by an MPD officer.
- E. PPMS contains the following electronic versions of Police Department (PD) forms:
1. PD Form 43 (Report of Damage To, or Loss of District Government Property)
  2. PD Form 901-e (Use of Force Incident Report)
  3. PD Form 901-f (Use of Force Incident Report, Subject Supplement)
  4. PD Form 901-g (Reportable Incident Form)
  5. PD Form 901-h (Reportable Incident Form, Subject Supplement)
  6. PD Form 901-J (Specialized Mission Unit After Action Report)
- F. Commanding Officials/Directors and above, can run a number of queries in PPMS to generate statistical reports. These reports provide “pictures” of patterns and trends across members, elements, PSAs, Districts, and Commands, and can be compiled by race, gender, and other categories, using summary data captured in PPMS.

#### **IV. PPMS DOCUMENT MANAGER MODULES**

- A. The PPMS Personnel Module contains the Personnel Document Manager, which captures personnel data, to include training, and military, educational and disciplinary history.
- B. The PPMS Canine Management Module contains the Canine Management Document Manager, which maintains detailed information on all canines, canine handlers, canine training, and canine medical examinations.
- C. The PPMS Incident Summary Sheet Module contains the Incident Summary Sheet Document Manager, which maintains information on all incidents for which IS numbers are required.

When an Incident Summary Sheet is generated, an IS number is also generated, and an Incident Case File is created. This electronic case file is populated with data from the applicable Document Manager, and is accessed through the Incident Case File.

- D. Prior to creating an IS Sheet, the official **MUST** conduct a search in PPMS to verify that an IS sheet has not previously been completed. Officials who have been assigned permissions, as applicable to their authorities and responsibilities, must create the Incident Summary Sheet.

As information about the incident is entered into the Incident Case File, it is automatically linked to a specific SSP Indicator, and the points related to that indicator will automatically be assigned. If a member is involved in an incident that relates to one or more SSP Indicators, the member will accrue the points assigned to each SSP Indicator.

- E. Within the Incident Case File, the following Document Managers are accessed, contingent upon the incident:
  - 1. Citizen Complaints Document Manager contains all citizen complaints received against a member. This Document Manager captures citizen complaints that are investigated internally by MPD, or that are investigated by the Office of Police Complaints. Supervisors/managers will be able to access parts of this Document Manager, dependent on the permissions assigned to them.

If the complaint is investigated by MPD, the supervisor/manager who is responsible for investigating the complaint enters the information. If the complaint is investigated by OPC, the OPR liaison will enter the information.
  - 2. Use of Force Incident Report (UFIR) Document Manager contains PD Forms 901-e (Use of Force Incident Report) and 901-f (UFIR, Subject Supplement), which retains all information on all use of force incidents by Department members in accordance with GO-RAR-901.07 (Use of Force). The member who used force completes the forms within PPMS and the member's supervisor/manager, and OPR members, will be able to review the completed



forms. Members are still required to adhere to the policies outlined in Special Order 06-05 [Instructions for Completing the Use of Force Incident Report (UFIR)].

3. Reportable Incident Document Manager contains all information regarding reportable incidents that are not considered a use of force incident, but are required to be reported, including the pointing of a firearm at, or in the direction of, another person. It contains the PD Forms 901-g [Reportable Incident Form (RIF)] and 901-h (RIF, Subject Supplement). The member involved in the reportable incident completes the form in PPMS and the member's supervisor/manager, and OPR members review the completed forms in PPMS. Members are still required to adhere to the policies outlined in Special Order 06-06 [Instruction for Completing the Reportable Incident Form (RIF)].

This PPMS component applies to sworn members and armed Reserve Corps Officers. Members involved in the reportable incident will access the forms to complete, and their supervisors/managers will review the completed forms.

4. Specialized Mission Unit (SMU) After Action Document Manager contains the PD 901-J (Specialized Mission Unit After Action Report). This form captures information on reportable incidents in which SMU members are involved, and is completed as defined in GO-OPS-301.02 (Specialized Mission Units). The manager on the scene at the time of the incident is responsible for completing the form in PPMS.
5. Canine Deployment Document Manager contains the two Canine Tactical Field Reports, which are completed by the member who used his/her canine for tactical deployment. The Canine Unit supervisor and manager, and designated OPR members, will be able to review the data in this Document Manager.
6. Vehicle Pursuits Document Manager contains summary information related to a member engaged in a vehicle pursuit while in a marked or unmarked police vehicle, or in a D.C. Government vehicle. The member responsible for conducting the pursuit investigation completes the required information in this Document Manager.
7. Vehicle Accidents Document Manager contains summary information on all accidents that involve civilian and sworn members of the Department while in marked or unmarked police vehicles, or in D.C. Government vehicles. The member responsible for conducting the accident investigation will complete the required information in this Document Manager.
8. The Lawsuits Document Manager contains all information regarding civil lawsuits against the Department, and/or members of the Department. The Office of General Counsel will be responsible for completing the required information in this Document Manager.

9. Damage to Department Property Document Manager contains all information from the electronic PD Form 43 regarding Department property that has been lost or damaged. The member who lost or damaged the property will complete the required fields in PPMS. The supervisor/manager shall print the form for review and approval.
  10. Internal Investigations Document Manager contains summary information related to use of force, misconduct, criminal, and administrative investigations initiated against sworn and civilian members. This PPMS component measures the progress of the investigation against the required deadlines set by OPR for the submission of paperwork and other material. The member's supervisor/manager, and the investigator or OPR member responsible for investigating the incident, will complete the required information in this Document Manager.
- F. The Disciplinary Review Module contains the Disciplinary Review Document Manager, which captures all information that is on the record related to disciplinary action against members of the Department. This information can be viewed by the Disciplinary Review Division (DRD) and is internal to OPR. The Internal Affairs Division will enter the discipline data from final reports, and the DRD will enter the data related to final agency actions in adverse action/appeals cases.
- G. The SSP Module contains:
1. The SSP Document Manager, which serves as an administrative tool for the supervisor/manager. It allows access to a supervised member's SSP indicator points history, and documents information pertaining to meetings held among the member, supervisor, and manager.  
  
Some fields in this Document Manager require the supervisor/manager to document when they took action, and why they made the decision to implement SSP.
  2. The Intervention Plan Document Manager, which captures all information regarding the SSP Intervention Plan, including progress toward achieving goals outlined in the Intervention Plan.
- H. Indicator Reset Module contains the Indicator Reset Document Manager, which permits SSP indicator points to be manually reset. The SSP Program Manager, in consultation with the OPR, resets the points for each applicable indicator upon review of all applicable material that necessitated an SSP intervention, and upon documentation that the member successfully completed the Intervention Plan. Additionally, points will be reset if they were incorrectly assigned. The Assistant Chief, OHS, serves as final approving authority for this action.

## **V. SUPERVISORY SUPPORT PROGRAM**

The SSP is designed to help supervisors and managers monitor the performance and behavior of members under their supervision in order to provide guidance or assistance where applicable. The PPMS is a tool to assist supervisors and managers in recognizing a pattern of behavior or conduct that may place the member in jeopardy, so that assistance or training can be provided. Supervisors and managers should proactively supervise their employees and the SSP does not relieve them of this responsibility. As such, there are measures built into the SSP that hold supervisors and managers accountable.

## **VI. THE SSP INDICATORS**

- A. Attachment A (SSP Indicators) describes the indicators, and the points associated with each indicator.
1. Each incident entered into PPMS is automatically assigned a point value and the indicator is automatically assigned to the member, as described in Section IV.D.
  2. The Employee Summary Sheet in the Personnel Document Manager contains information regarding incidents members have been involved in. All members will be able to access their Employee Summary Sheet through this Document Manager, but will have “read only” rights; that is, members may view, but not alter, the information.
- B. The following is a list of SSP indicators:
1. Use of Force incidents in accordance with GO-RAR-901.07 (Use of Force).
  2. Use of Force incidents involving canine bites in accordance with GO-RAR-306.01 (Canine Teams).
  3. All criminal arrests or filing of criminal charges to include domestic violence.
  4. Misconduct Allegations to include on duty or off duty physical violence, allegations of excessive force or improper threat of force in accordance with GO-RAR-901.07 (Use of Force), racial bias, dishonesty, fraud, unlawful discrimination, retaliation, and civil suits where a decision entered for a judgment indicates that a member was liable.
  5. Misconduct allegations that involve use of force, unlawful searches and seizures, unlawful stops, false arrests, filing of false charges, and incidents in which any charge against an officer is dismissed by the USAO/OAG due to the officer’s credibility in the case, or incidents in which MPD receives written notification that a suppression order has been granted due to an officer’s misconduct, or any other judicial findings of officer misconduct.

6. Misconduct Allegations involving intentional provision of false information in an investigation, official report, log, or electronic transmittal of information.
7. Misconduct investigated by Office of Police Complaints (OPC), MPD, or both.
8. Misconduct allegations that lead to administrative (Chain of Command) investigations.
9. Vehicle-related incidents to include pursuits, accidents, and fatalities.
10. Overall annual performance evaluation equivalent to:
  - a. Below Average for sworn members the rank of sergeant and below evaluated under the Performance Management System (PMS); Needs Improvement for sworn members at the rank of Lieutenant and above; and for civilian members in the Management Supervisor Service (MSS), Executive Service (ES), and Excepted Service (DX) evaluated under the Performance Management Program (PMP); and
  - b. Unsatisfactory for civilian members, evaluated under the Performance Evaluation System (PES).

#### C. SSP Indicator Points

1. With the exception of performance evaluations and confidential cases, each SSP Indicator is associated with predisposition points (points associated with an incident that has occurred, but for which a disposition has not yet been made) that are automatically assigned when an investigation is opened in PPMS.
2. If the member is involved in additional incidents, the member will continue to accrue the applicable points.
3. If the member is involved in a single incident that generates multiple SSP Indicators (e.g., a vehicle pursuit ending in the use of OC Spray), the points assigned will be cumulative.

- D. Regardless of whether a member's cumulative points are comprised of predisposition points, and/or disposition points, an SSP Assessment is **required** when the member reaches the SSP threshold. However, the supervisor/manager shall intervene, if necessary, before the SSP threshold is reached, to address behavior that may put the member, or the Department, at risk.

## VII. SSP ASSESSMENT AND INTERVENTION

- A. When a member reaches the SSP threshold, PPMS will send an automatic notification to the SSP Program Manager in OHS.

- B. If a member's behavior and involvement in incidents indicates he/she may be at risk a supervisor/manager need **not** wait until a member reaches the threshold in order to conduct an SSP Assessment, and/or implement an Intervention Plan. If a supervisor/manager intervenes before a member reaches the SSP threshold, he/she shall notify the SSP Program Manager indicating his/her need to perform an SSP Assessment. Therefore, the procedures in this section apply each time a supervisor/manager conducts an SSP Assessment and Intervention.
- C. Within twenty (20) business days from the automatic notification, 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 has reached the SSP threshold by validating that the member's PPMS record is accurate, and that the points assigned to the member are not the result of a system or human error.  
  
NOTE: The SSP Program Manager may need to consult with OPR and/or the member's chain of command regarding the incidents in which the member was involved, and may need to reference any applicable records and/or databases in order to verify the member has reached the threshold.
  2. Correct all errors related to a member's indicator points within fifteen (15) business days from the time the error was noted.
  3. Create an SSP Intervention folder for that member;
  4. Forward a hard copy memorandum, and make an email notification, to the member and the member's Chain of Command. The memorandum/email shall contain:
    - a. The name of the member;
    - b. His/her rank/position and assignment;
    - c. The date the SSP Program Manager was notified, and the date he/she validated that the member had reached the threshold; and
    - d. A statement that an SSP Intervention folder has been created on the member.
- D. The manager shall respond to the email notification within five (5) business days by sending a confirmation email to the SSP Program Manager, and retain the hard copy memorandum for his/her records.

Note: In the event that the manager is absent, the Commander/Director shall ensure that the email confirmation is sent.

#### E. SSP Assessment

1. Within five (5) business days after the memorandum is forwarded, the member's supervisor will 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 Intervention folder. During the meeting, the supervisor shall:
  - a. Inform the member that he/she has reached the SSP threshold, is required to participate in an SSP Assessment, and shall be required to participate in an SSP Intervention Plan;
  - b. Review with the member the specific indicators that required the SSP Assessment;
  - c. Answer any questions the member may have regarding the SSP process and/or the indicators, to include advising the member that he/she has the right and responsibility to examine his/her Employee Summary Sheet. If the member believes that any of the points have been incorrectly assigned, he/she shall inform the supervisor who within five (5) business day must notify the SSP Program Manager; and
  - d. Document in the member's PPMS SSP Intervention Folder any additional information the member provides regarding the incident(s) that resulted in the member reaching or exceeding the SSP threshold, and any other information pertaining to the meeting.
2. Within ten (10) business days, the supervisor shall inform the manager that the supervisor-member meeting has occurred. The manager will meet with the supervisor and Commander/Director to review the member's SSP Intervention Folder (including the documentation entered into the PPMS record by the supervisor), review the indicator(s) that required the SSP Assessment, and discuss the outcome of the supervisor's meeting with the member.
  - a. The manager shall prepare an Intervention Plan by taking into consideration the member's pattern of behavior, manifested through his/her conduct, and/or a pattern of incidents, which could potentially expose members, citizens, and/or the Department to liability.
  - b. The manager shall consider the following factors during this assessment, which include, but are not limited to:
    - (1) The number and seriousness of the indicator(s) that triggered the SSP threshold;

- (2) PPMS documentation pertaining to the indicators, as his/her assigned permissions permit;
  - (3) If more than one indicator exists, whether the indicators were accrued over a short or long time span;
  - (4) The documentation in the member's SSP Intervention Folder;
  - (5) The documentation in the member's electronic personnel file contained in PPMS;
  - (6) The member's last two performance ratings;
  - (7) The supervisor's assessment of the member's involvement in the incidents that triggered the SSP threshold;
  - (8) The Commander/Director's recommendations;
  - (9) Input from the member on the types of intervention he/she feels is needed;
  - (10) During the period of time the member reached the SSP threshold:
    - (a) The amount of time the member spent in a less-than-full-duty-status;
    - (b) The amount of sick leave the member used;
    - (c) The supervisor's assessment of the member's behavior and performance.
  - (11) Performance Improvement Plans, as applicable
- c. If the manager determines there is a discrepancy between his/her documentation, and the data in PPMS, he/she shall notify the SSP Program Manager, who shall resolve the discrepancy as described in Section VI.B.1.

#### F. SSP Intervention Plan

1. The manager developing the SSP Intervention Plan shall:
  - a. Develop the Intervention Plan in the SSP Document Manager Module within fifteen (15) business days, at which time a notification shall be sent

to the supervisor (with a copy to the Commander/Director) using the PPMS message function, indicating that the Intervention Plan is finished.

- b. Identify the intervention to be applied, taking into account recommendations provided by the Commander/Director, technical assistance from the SSP Program Manager, and the seriousness of indicators.
2. The SSP Program Manager shall recommend who creates the Intervention Plan in the absence of the manager and/or supervisor.
3. If a member is currently under an Intervention Plan, the Office of the Executive Assistant Chief of Police may consider the member's progress under the Plan before a special assignment or transfer is approved.
4. 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 Intervention Plan with more than one completion date.
5. The types of interventions are listed below:
  - (1) Training/refresher training in specific areas when it is determined the member's performance will likely improve.

Managers may identify training that is offered by the MPD IPS, and/or the Center for Workforce Development (CWD) sponsored by D.C. Government, and in accordance with General Order 201.28 (Metropolitan Police Employee Assistance Program).
  - (2) Referral to the Medical Services Division.
  - (3) Change in member's assignment, to include change in shift, PSA, element, or special assignment.
  - (4) Increased supervision when it is determined the member will benefit by more frequent interaction with his/her supervisor.
  - (5) Oral or written counseling when it is determined that formal documentation of the member's performance is necessary.
  - (6) Referral to MPEAP/COPE in accordance with General Order 201.28 (Metropolitan Police Employee Assistance Program).
  - (7) Any other intervention not listed above, as determined by the manager. If specific interventions are not readily available through



Department or D.C. Government resources, the manager shall identify the specific resource, any associated cost, and how the resource will be used in the Intervention Plan.

- c. All SSP Intervention Plans shall be completed within the allotted six-month timeframe, absent exigent circumstances (See Section VIII. A.).
2. For interventions that involve:
  - a. Training, referrals to MPEAP/COPE, or referrals to the Clinic, the supervisor shall ensure that the earliest training/appointments are scheduled, and document in the SSP Intervention Folder the training/appointment date(s), and the date the member was notified.
  - b. Oral and/or written counseling (within the Department), the supervisor shall document in the SSP Intervention Folder the name of the official that provided the counseling, the date of the counseling, whether follow-up sessions are required, and the topic(s) to be covered.
  - c. Other types of interventions not specifically described above, the supervisor shall take the necessary steps to arrange for the member to participate in the intervention as soon as can be scheduled, and document the action taken in the SSP Intervention Folder.
4. Within ten (10) business days of creating the Intervention Plan, the Commander/Director, manager, supervisor, and involved member shall meet to discuss the Intervention Plan and answer any questions, as necessary. The supervisor shall:
  - a. Discuss the types of interventions planned for each indicator;
  - b. Review the timeline for completion of the planned intervention, inform member that the start date will be the day after this meeting is conducted, and ensure the member understands the plan must be completed within six months;
  - c. Ensure the member signs and dates the plan;
  - d. Remind the member that compliance with the SSP process and involvement in the Intervention Plan is mandatory, and failure to do so may result in disciplinary action in accordance with GO-PER-120.21 (Disciplinary Procedures and Processes);
  - e. Sign and date the plan;

- f. Within five (5) business days of this meeting, document in the member's SSP Intervention Folder what was discussed, and the date both the supervisor and the member signed the plan; and
    - g. Place the hard copy original of the plan in a sealed folder, stamped "Confidential," and hand-carry to the SSP Program Manager in OHS.
  5. Every fourteen (14) calendar days, the supervisor shall meet with the member to review progress and document completion of each task in the member's SSP Intervention Folder, to include the dates upon which each intervention concluded, or reasons why individual interventions were not, or were not able, to be concluded.
- G. Deadlines related to the SSP process must be adhered to, absent special/extenuating circumstances, which must be documented by the manager in the SSP Document Manager in PPMS. Extensions may only be granted as described in VIII.A. below.
- H. Each time a SSP Intervention Plan is needed, it must be developed for the specific indicators accrued by the member that necessitated the evaluation and plan. This shall occur regardless of whether the member is involved in an Intervention Plan for a different set of indicators.
- I. Although supervisors/managers will be aware of criminal proceedings involving members in their element as described in Section III.D.(1-2), they shall wait until the final outcome of the proceedings before they create and implement a formal Intervention Plan.
- J. Any cases which could result in adverse action, the SSP process should be suspended at the Assessment phase until the final discipline has been imposed.

## **VIII. SSP PROGRESS REVIEWS**

- A. Every thirty (30) calendar days, the manager shall meet with the supervisor and Commander/Director 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 shall:
  1. Determine a course of action with the supervisor that will ensure the plan is completed within the required timeframe, or determine whether a request for an extension is required;
  2. Notify his/her Commanding Official if an extension is to be requested, and contact the SSP Program Manager to obtain an extension;

3. The SSP Program Manager shall consult with OPR to determine whether an extension is warranted; and
  4. Document in the member's SSP Intervention Folder the applicable information; e.g., the course of action that ensures the plan will be completed on time; or the request for the extension, and the new date for completion.
  5. The Assistant Chief, OHS, is responsible for determining and granting requests for extending the timeframe for completion of Intervention Plans. If approval for an extension is not granted, the member is obligated to complete the plan within the original timeframe.
- B. The member is obligated to successfully complete the Intervention Plan. If the Intervention Plan is not successfully completed by the assigned deadline (absent exigent circumstances), he/she may be subjected to disciplinary action in accordance with GO-PER-120.21 (Disciplinary Procedures and Processes).
- C. If prior approval to extend the timeframe has not been obtained, and the member does not complete the Intervention Plan within the specified timeframe, the supervisor/manager and the Commander/Director may be subjected to disciplinary action in accordance with GO-PER-120.21 (Disciplinary Procedures and Processes).
- D. A member's indicator points will be reset to zero:
1. Upon a favorable disposition (see Attachment, SSP Indicator Chart).
  2. Upon conclusion of the Intervention Plan, documentation shall be provided to the SSP Program Manager confirming completion. The SSP Program Manager shall confer with OPR to reset the points after obtaining final approval from the Assistant Chief, OHS.
- E. 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, as each one is successfully completed, the indicator points will be reset to zero for that plan.
- F. If additional indicators accrue during the implementation of an Intervention Plan, the supervisor/manager **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.

## IX. INVESTIGATIONS IN PPMS

- A. When an IS sheet is created in PPMS, it is automatically routed to OPR, which determines whether an investigation is warranted, or not warranted.
1. If not warranted, OPR closes the Incident Case File generated by the creation of the IS sheet, and no further action is required. SSP points, including predisposition points, will be automatically reset to zero in the system.
  2. If warranted, OPR opens an Internal Investigations Document Manager in the Incident Case File, and enters the name of the unit assigned to investigate.
- B. OPR shall notify the member's supervisor to conduct an investigation using the PPMS messaging system. The supervisor should access the "task bar" at the top of his/her screen in PPMS, and retrieve the notification.
1. All use of force and misconduct investigations shall be completed by the due dates assigned by OPR, and within the timeframe specified in GO-PER-201.22 (Fire and Police Disciplinary Action Procedure Act of 2004).
  2. Investigating members shall be held accountable for submitting their investigations in a timely manner, and meeting their deadlines.
- C. Until a disposition is made on the case, the member retains the predisposition points assigned for each SSP indicator.
- D. Serious use of force incidents investigated by FIT
1. The assigned FIT investigator shall complete an IS Sheet within one hour after learning of the incident, and provide to the member the IS number generated by PPMS. The member will need this number to complete the PD 901-e [Use of Force Incident Report (UFIR)].
  2. The member who used force shall, prior to the end of his/her tour of duty, open his/her Incident Case File in PPMS, select the "Add Use of Force" [Use of Force Incident Report (UFIR)] to complete a PD 901-e, and electronically submit the form.
- NOTE: In the event the network is down, or computers are malfunctioning at the member's element, the member shall complete a hard copy of the PD 901-e, and fax the signed copy to OPR prior to the end of the member's tour of duty.
3. OPR shall review and approve all investigations related to uses of force in accordance with GO-RAR-901.07 (Use of Force), and GO-RAR-901.08 (Use of Force Investigations).

4. The FIT investigator assigned to investigate the incident shall ensure the UFIR is completed in accordance with SO-06-06 [Instructions for Completing the Use of Force Incident Report (UFIR: PD Forms 901-e and 901-f)].
- E. Reportable use of force incidents that are not investigated by FIT
1. The supervisory official notified of the use of force shall complete an IS Sheet within one hour after learning of the incident, and provide to the member the IS number generated by PPMS. The member will need this number to complete the PD 901-e.
  2. The member who used force shall, prior to the end of his/her tour of duty, open his/her Incident Case File in PPMS, select the "Add Use of Force" [Use of Force Incident Report (UFIR)] to complete a PD Form 901-e, and electronically submit the form.
  3. The supervisory official shall, upon receiving automatic notification through PPMS:
    - a. Retrieve and review the electronic PD Form 901-e from the Incident Case File;
    - b. If corrections are needed, electronically return the form to the member with required corrections listed in the "notes" section of the review process;
    - c. If no corrections are needed, electronically submit the PD 901-e to the Watch Commander for his/her approval. After the Watch Commander reviews the report he/she shall print, sign, and fax the UFIR to FIT.
  4. The Watch Commander shall, upon receiving automatic notification through PPMS:
    - a. Retrieve and review the electronic PD Form 901-e from the Incident Case File;
    - b. If corrections are needed, electronically return the form to the supervisory official with required corrections for the member listed in the "notes" section of the review process;
    - c. If no corrections are needed, electronically approve the form, print a hard copy, and close the Document Manager;
    - d. Return the hard copy to the supervisory official, who will sign the hard copy, and ensure the member signs; and

- e. Upon return of the signed hard copy from the supervisory official, sign and date the hard copy, and forward the PD Form 901-e to the Commanding Officer, FIT.
  5. The investigating official shall document his/her work in the Internal Investigations Document Manager and electronically submit the Document Manager upon conclusion of the investigation.
- F. Reportable incidents that involve pointing a firearm at, or in the direction of, another person
  1. The supervisory official notified of the incident shall complete an IS Sheet within one hour after learning of the incident, and provide to the member the IS number generated by PPMS. The member will need this number to complete the PD Form 901-g [Reportable Incident Form (RIF)].
  2. The member who pointed his/her weapon shall, prior to the end of his/her tour of duty, open his/her Incident Case File in PPMS, select "Add Reportable Incident" [Reportable Incident Form (RIF)] to complete a PD Form 901-g, and electronically submit the form.
  3. The supervisory official shall, upon receiving automatic notification through PPMS:
    - a. Retrieve and review the electronic PD Form 901-g from the Incident Case File and ensure it was completed in accordance with SO-06-06 [Instructions for Completing the Reportable Incident Form (RIF: PD Forms 901-g and 901-h)];
    - b. If corrections are needed, electronically return the form to the member with required corrections listed in the "notes" section of the review process;
    - c. If no corrections are needed, electronically submit the PD Form 901-g to the Watch Commander for his/her review; and
    - d. When the corrected electronic form is returned by the member, the supervisory official may forward to the Watch Commander for review.
  4. The Watch Commander shall, upon receiving automatic notification through PPMS:
    - a. Retrieve and review the electronic PD Form 901-g from the Incident Case File;

- b. If corrections are needed, electronically return the form to the supervisory official with required corrections for the member listed in the “notes” section of the review process;
  - c. If no corrections are needed, electronically approve the form, print a hard copy, close the Document Manager and return the hard copy to the supervisory official, who will sign the hard copy form and ensure the member signs; and
  - d. Upon return of the form from the supervisory official, sign and date the hard copy, and forward the PD Form 901-g to the Commanding Officer, Force Investigation Team (see Special Order 06-06 [Instruction for Completing the Reportable Incident Form (RIF)]).
- G. Reportable incidents that involve Specialized Mission Unit (SMU) members who point a firearm(s) at, or in the direction of, another person(s) in accordance with the procedures outlined in GO-OPS-301.02 (Specialized Mission Unit).

The SMU Manager shall:

1. Complete an IS Sheet within one hour after learning of the incident. He/she will need this number to complete the PD Form 901-j;
  2. Prior to the end of his/her tour of duty, open the SMU Incident Case File, select “Add SMUAAR” [Specialized Mission Unit After Action Report (SMUAAR)] to complete a PD Form 901-j, and electronically submit the form;
  3. Print a hard copy of the PD Form 901-j, and close the Document Manager; and
  4. Sign and date the hard copy of the form, and forward the PD Form 901-j to the Commanding Officer, FIT.
- H. Canine Deployment
1. The Canine handler shall complete a PD Form 906 (Tactical Use of Canine Report) whenever their canine is used for deployment, which does not result in a bite.
  2. The member who deployed his/her canine shall, prior to the end of his/her tour of duty, open his/her Incident Case File in PPMS, select the Canine Activity Document Manager to complete a PD Form 906, and electronically submit the form.
  3. The Administrative Review Officer shall, upon receiving automatic notification through PPMS:

- a. Retrieve and review the electronic PD Form 906 from the member's Incident Case File;
  - b. If corrections are needed, electronically return the form to the member with required corrections listed in the "notes" section of the review process;
  - c. If no corrections are needed, electronically submit the PD Form 906 to the Administrative Sergeant for his/her review; and
  - d. If the electronic form was returned by the member with corrections completed, the Administrative Review Officer may forward to the Administrative Sergeant for approval if no further corrections are needed.
4. The Administrative Sergeant shall, upon receiving notification through PPMS:
- a. Retrieve and review the electronic PD Form 906 from the Canine Deployment Document Manager;
  - b. If corrections are needed, electronically return the form to the member with required corrections listed in the "notes" section of the review process;
  - c. If no corrections are needed, electronically submit the PD 906 to the Administrative Sergeant for his/her review; and
  - d. Sign and date the hard copy, which is retained in the Canine Patrol Unit's administrative files.
- I. Vehicle Pursuits
1. The Watch Commander shall complete a PPMS IS Sheet prior to the end of his/her tour of duty, and provide to the member the IS number generated by PPMS. The supervisor will need this number to complete the PD Form 845 (Vehicle Pursuit Report).
  2. Because the PD Form 845 is not available through PPMS, the supervisor of the member involved in a vehicle pursuit shall complete and submit a hardcopy to the Watch Commander prior to the end of his/her tour of duty.
  3. The member's supervisor shall conduct an investigation into the vehicle pursuit, and document the results, and his/her conclusions, in the Investigations Document Manager. The results of the investigation shall be forwarded thru the member's chain of command for disposition or recommendations.
- J. Vehicle Accidents



1. Unless incapacitated, the member involved in the vehicle accident shall immediately contact his/her investigating official to report the incident. As soon as is feasible, the member shall complete the PD Form 43 in PPMS.
2. The supervisor who is notified of the crash shall complete a PPMS IS sheet prior to the end of his/her tour of duty.

**K. Citizen Complaints**

1. Any MPD official who receives, or is notified of, any citizen complaint against a member of the Department, shall complete and submit a PPMS IS sheet prior to the end of his/her tour of duty.

**L. Other Allegations of Misconduct**

1. The official receiving any allegation of misconduct shall, within one hour after learning of the incident, notify the OPR Internal Affairs Division, and complete and submit an IS sheet.
2. The investigating official shall enter summary information regarding the allegation of misconduct in the Internal Investigations Document Manager.

**X. CORRECTIONS/UPDATES TO PPMS DATA**

**A. Updates to personnel information**

Within five (5) business days of being notified of any corrections/updates to a member's status, Department elements shall use the PD Form 73 (Personnel Action) to transmit to OHS any changes to a member's personnel data, to include name, marital status, telephone number, and address.

**B. Procedures for correcting inaccurate/outdated incident information in PPMS**

When notified by any member of inaccurate or outdated information in PPMS concerning specific incidents or historical information, the notified official shall submit a written request, through channels, to the Assistant Chief, OPR within ten (10) business days. The request shall specify:

1. The name and CAD ID of the member whose information is inaccurate;
2. As applicable, the IS number related to the inaccurate information;
3. The specific PPMS Document Manager containing the inaccurate information, to include a list of the data fields that contain the inaccurate information;

4. A list of the correct information that is to replace the inaccurate information.

## **XI. CROSS REFERENCES**

### **A. General Orders**

1. GO-PER-120.21 (Disciplinary Procedures and Processes)
2. GO-OPS-301.03 (Vehicular Pursuits)
3. GO-RAR-901.07 (Use of Force)
4. GO-RAR-901.08 (Use of Force Investigations)
5. GO-PER-201.20 (Performance Management System for Sworn Members in the Rank/Position of Civil Service Sergeant, Investigative Personnel, and Officer)
6. GO-PER-201.22 (Fire and Police Disciplinary Action Procedure Act of 2004)
7. General Order 201.28 (Metropolitan Police Employee Assistance Program)
8. GO-OPS-301.02 (Specialized Mission Units)

### **B. Special Orders**

1. SO-05-08 [Instructions for Completing the Use of Force Incident Report (PD Forms 901-e and 901-f)]
2. SO-05-09 [Instructions for Completing the Reportable Incident Form (PD Forms 901-g and 901-h)]

## **XII. ATTACHMENTS**

Attachment: SSP Indicator Chart

//SIGNED//  
Cathy L. Lanier  
Acting Chief of Police

CLL:SOA:DAH:DEP:jah:mck:moc

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

**Note:** \* indicates automatic Intervention.

Confidential cases will not accrue predisposition points.

MOC-Revised-SSP-Chart\_10-31-06 (2).xls

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
<b>Vehicle-Related Incidents</b>	<b>Pre-disposition</b>	<b>Justified</b>	<b>Not Justified</b>	<b>Preventable</b>	<b>Non-preventable</b>
Accidents	10			50	0
Vehicle Pursuits	25	0	50		
Vehicle Pursuit: fatality	*	0	100		
<b>Performance Evaluation Indicators</b>					
Annual Performance Rating of: "Needs Improvement" in PMP, or "Below Average" in PMS or "Unsatisfactory" in PES.	100				

**Note:** \* indicates automatic Intervention.

Confidential cases will not accrue predisposition points.