

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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Related To
Standard Operating Procedures (PPMS and the SSP), Effective Date TBD

Rescinds
SO-92-18 (Early Warning Tracking System) Effective Date November 12, 1992

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I. BACKGROUND

This General Order establishes policy, rules, and regulations for the Personnel Performance Management System (PPMS), which is an automated relational database with an early intervention component.

PPMS is designed to support the successful implementation of the Supervisory Support Program (SSP). To this end, it contains data including, but not limited to, the following:

- Complimentary history of all members;
- All reportable use of force incidents and investigations, whether conducted by the Force Investigation Team (FIT), or by the chain of command; to include any disciplinary actions taken as a result of such investigations;
- All citizen complaints, to include any outcomes as a result of Office of Police Complaints (OPC) mediations or investigations, and/or MPD investigations;
- Vehicle pursuits, vehicle accidents, and their investigative outcomes;
- Training requirements related to intervention activities and/or dispositions on investigations;
- Sworn member In-Service training certifications, and new recruit training requirements;
- The management and deployment of canines; and
- Lawsuits initiated against the Department and/or individual members.

This data helps supervisors and managers conduct SSP Assessments, and determine whether to implement SSP (as guided by the SSP Program Manager) so the member can be provided with counseling, additional training, or other resources

before a potentially career-damaging incident occurs, or a pattern of inappropriate conduct is established.

The sensitive and confidential personnel data in PPMS is protected by an electronic auditing system, and by security rights that permit specific, authorized access by personnel.

II. POLICY

The policy of the Metropolitan Police Department is to use PPMS data as a tool that informs the use of SSP, which shall be implemented without discrimination, and in a fair and equitable manner to promote and maintain the highest professional standards of performance and accountability, while preserving the privacy rights of each member. The PPMS does not supplant the experience of supervisors and managers, or their responsibility to correctly supervise/manage the members for which they are responsible.

III. RULES

- A. PPMS data designated as confidential under District of Columbia and/or federal law shall be protected against unauthorized disclosure.
- B. Only supervisors, and other authorized personnel, whose official duties require them to review information in PPMS, shall be permitted access to a member's PPMS data.
- C. Unauthorized disclosure, and/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. The implementation of SSP shall not conflict with the provisions of any applicable collective bargaining agreement.

IV. REGULATIONS

- A. Department members shall be able to review their personnel data in PPMS to ensure the accuracy of that data.
- B. Department elements shall use the PD 73 (Personnel Action) to transmit to the Office of Human Services (OHS) any changes in a member's personnel data, to include name, marital status, telephone number, and address.
- C. Members shall inform any supervisor of all corrections/updates needed to their PPMS data, or to any PPMS data that may be incorrect or outdated. The supervisor who is notified shall initiate a request for correction/updates in accordance with the procedures outlined in the SOP on PPMS.

- D. The requirements to update investigative data in PPMS do not exempt supervisors/managers from maintaining a hard copy case jacket. Supervisors/managers shall maintain complete hard copy case jackets for all investigations, which shall contain all supporting documentation.
- E. Supervisors/managers shall be evaluated on their use of the PPMS protocol against the applicable performance standards.
- F. This order shall be used in conjunction with the Standard Operating Procedures (SOP) for PPMS and SSP.

V. DEFINITIONS

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 violation of MPD policies and/or procedures, is a potential violation of GO-RAR-201.36 (Metropolitan Police Department Sworn Law Enforcement Officer Code of Ethics).
2. 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.
3. Member – Sworn or civilian employees of the Department.
4. Peer-to-peer comparison (Individual and Group) – A type of data analysis that permits management to examine incident data for similarities and differences between members/elements in their command, and other, similar individuals/groups across the Department.
5. Personnel Performance Management System (PPMS) – An information technology system that maintains, integrates, and retrieves data necessary for supervision and management of MPD personnel.
6. 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.
7. Special Assignment – As defined in General Order 201.4 (Special Assignment Positions), Part I.C.1.(a-i).

8. 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.
9. 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.
10. SSP Indicators – Incidents and/or behaviors assigned predetermined points according to the seriousness of the incident.
11. SSP Threshold – A set number of indicator points that requires an SSP Assessment.
12. 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.
13. 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.
14. 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.
15. SSP Program Manager – A member from OHS 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.
16. Transfer – A change in assignment from one organizational element to another as defined in GO-OMA-101.10 (Organization of the Metropolitan Police Department).

VI. SUPERVISORY SUPPORT PROGRAM (SSP) REQUIREMENTS

- A. SSP Intervention Plans shall be developed with specific attention to a member's SSP indicators.
- B. Supervisors/managers are required to document in PPMS all information related to the implementation of SSP, to include the SSP Intervention Plan,

the results of all meetings held among/between the supervisor, manager, and member, and any other information as required in the SOP for PPMS.

- C. A supervisor/manager can conduct an SSP Assessment at any time he/she determines the member is engaging in at-risk behavior, regardless of whether the member has reached the SSP threshold.

VII. SSP AND PPMS PROTOCOL

A. Supervisors/Managers shall:

1. At least once a week, review supervised members' PPMS record and use "peer-to-peer" comparisons (as described in the PPMS SOP) to assess the actions of members from their element against comparable elements.
2. For each subordinate who accrues points in the system, review the PPMS data, to include each SSP indicator and information on the underlying incident, and determine whether an intervention is needed based on cumulative PPMS data, all other applicable documentation, and any other information pertaining to the incident.

B. Managers shall:

1. Routinely review data entered by supervisors to address potential issues and problems;
2. Ensure that the SSP Intervention Plan is completed within the six-month timeframe; and
3. During annual performance evaluations, measure supervisors' use of PPMS against the applicable performance standards.

C. Promotions

When members are being considered for promotion based on the certification list created by OHS, a check of PPMS shall be conducted. Members shall not be considered for promotion if any of the following conditions exist:

1. Disciplinary action that resulted in 20 days or more suspension during the time span the promotional register is active;
2. Pending disciplinary action; or
3. Pending or sustained criminal or administrative investigations.

D. Special Assignments

1. The element commander shall check PPMS to determine whether the member requesting the special assignment meets the prerequisite criteria for the position, as stated in the vacancy announcement, and notate on the PD Form 681 (Application for Vacancy Announcements) his/her recommendations.
 2. OHS shall additionally check PPMS when preparing the selection certifications, and notate on the PD Form 682 (Notification of Position Assignment).
- E. The Office of the Executive Assistant Chief of Police shall coordinate and approve all transfers in accordance with the provisions of any collective bargaining agreement.
- F. 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.

VIII. ROLES AND RESPONSIBILITIES

- A. Supervisors and Managers shall:
1. Review each new member's PPMS record within five (5) business days of their assignment to the element;
 2. Check their PPMS tasks and messages, at least once daily, in order to:
 - a. Update the applicable information in the Incident Case File for supervised members involved in an investigation, and the SSP Intervention Folder for supervised members involved in an intervention; and
 - b. Check for notifications from OPR regarding pending deadlines in the investigative process.
 3. Meet all deadlines during the investigative process in accordance with GO-PER-201.22 (Fire and Police Disciplinary Action Procedure Act of 2004), and with any additional deadlines assigned by OPR, to include providing documentation, or other material, in a timely manner;
- NOTE: OPR is not exempt from meeting investigative deadlines as described above.
4. Meet all deadlines related to the implementation of the SSP Intervention Plan;

5. Be reminded that supervisors and managers should proactively supervise their employees and the SSP does not relieve them of this responsibility.
6. Act in accordance with GO-PER-201.20 (PMS), when conducting annual performance evaluations and document in the member's documentation file that PPMS data was consulted to inform the evaluation; and
7. Ensure provisions of any applicable collective bargaining agreement shall be adhered to in relation to Section VII.A.(5).

C. Civilian/Sworn Commanding Officers shall:

1. Review all PPMS reports on members under their command;
2. Engage in risk management utilizing PPMS data;
3. Ensure that supervisors and managers conduct SSP Assessments and interventions, and follow up on the progress of SSP Interventions;
4. Ensure all members in their command receive the applicable training in use of PPMS, to include training for supervisors/managers in the SSP;
5. Ensure all members in their command are familiar with the policy and procedures in this General Order and in the SOP on PPMS;
6. Ensure supervisors/managers review each new member's PPMS record within five (5) business days upon their assignment to the element;
7. During annual performance evaluations, ensure managers' use of PPMS and compliance with protocols, including SSP, are evaluated against the applicable performance standards;
8. Ensure the required quarterly reports are run in PPMS that examine patterns among elements under their command, including:
 - a. Summaries of the number of Citizen Complaints, Civil Actions, Domestic Violence Complaints, EEO Complaints, Excessive Force Complaints, Pointing of Firearm incidents, Use of Force incidents, and other complaints;
 - b. PPMS peer-to-peer comparison reports that compare their element against other elements, PSAs, Districts, and special units, as applicable; and
 - c. Department-wide comparison reports that identify potential

at-risk behavior, which may necessitate an audit and/or implementation of SSP.

NOTE: The SSP Program Manager may be contacted for technical assistance related to identifying, collecting, and analyzing pertinent data.

- D. The Commander, Institute of Police Science, shall ensure:
1. Member training history is maintained and updated in PPMS.
 2. PPMS training is available to all members, and follow-up training is provided when components in the system are modified. PPMS training shall include, but is not limited to:
 - a. Proper implementation of PPMS protocol in accordance with the provisions in this directive, the SOP on PPMS, and procedures in related PPMS training manuals.
 - b. The SSP, to include proper implementation, and its use as a tool to manage at-risk behavior.
 3. Additional refresher and/or remedial training is made available as applicable.
 4. PPMS training opportunities are disseminated through element training coordinators, teletypes, circulars, and the Dispatch.
- G. The Assistant Chief, OHS, shall:
1. Serve as the final, approving authority for all PD Form 73 (Personnel Action) requests to correct/update personnel information in PPMS.
 2. Ensure that all OHS data in PPMS is correct and up-to-date.
 3. Liaison with IPS to advise on training in SSP, and its proper implementation.
 4. Oversee SSP, to include:
 - a. Coordinating with OPR with regard to corrections and updates to PPMS data that do not relate to personnel information maintained by OHS;
 - b. Serving as the final, approving authority with regard to the resetting of Indicator Points; and

- c. Ensuring Intervention Plans are completed by assigned deadlines.
 5. Ensure that an SSP Assessment is conducted, as required, when the SSP threshold is reached.
 6. Be responsible for determining and granting requests for extending the timeframe for completion of Intervention Plans.
- H. The Assistant Chief, OPR, shall:
1. Ensure Department-wide use of PPMS is monitored to measure compliance with the provisions in this General Order, and the SOP on PPMS.
 2. Serve as the final, approving authority for all requests to correct/update all information in PPMS that do not relate to the resetting of Indicator Points, or personnel data maintained by OHS, and that such requests are approved or disapproved in writing; and if disapproved, a brief explanation is provided.
 3. Review PPMS data to evaluate Department-wide performance.
 4. Make recommendations to improve use of PPMS by:
 - a. Forwarding all training recommendations to the Commander, Institute of Police Science;
 - b. Forwarding all recommendations for policy and/or procedural improvements to the Executive Director, Policy and Program Development Division, for incorporation into the related directives; and
 - c. Forwarding all recommendations regarding SSP to the Assistant Chief, OHS.

IV. PROVISION

Where the provisions in this directive are in conflict with directives previously issued, the provisions in this directive shall prevail.

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