



MARYLAND STATE POLICE

PERSONNEL DIRECTIVE



Progressive Supervision

Distribution: All Troopers	Index: PER 19.05
DLI Reference: N/A	Rescinds: CHAPTER 5, SEC. IV
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.01 Purpose

To provide supervisors and troopers with information about progressive supervision.

.02 Policy

The MSP will use a supervisory model for all troopers that is on a continuum which will provide a progressive approach to keep troopers focused and productive while deterring unwanted behavior.

.03 CALEA Standards

LE: 26.1.4 26.1.5 **TA:** N/A **CM:** N/A

.04 Procedures

A. Performance Appraisal System Documentation

1. Overview

- CATEGORY: non-disciplinary
- USED FOR: improvement of performance and very minor internal violations
- DISPOSITION: written documentation (Form 161, Performance Appraisal, Form 164, Job Observation Record, and 164A, Job Observation Report)

- Detailed information about the Performance Appraisal System may be found in [PER 07.01](#).

B. Formal Written Counseling

1. Overview

- CATEGORY: disciplinary (least severe form of disciplinary action)
- USED FOR: minor violations
- DISPOSITION: written documentation (Form 165A, Formal Written Counseling)

2. Supervisors will:

- conduct counseling at the time of a violation, as soon as possible after the occurrence of the inappropriate behavior or at the conclusion of an investigation;
- focus counseling on the violation, pointing out areas for improvement and recommending a course of action, including training, to help the trooper improve;
- encourage the trooper to offer suggestions to improve the behavior and performance;
- allow the trooper three business days to review, sign and comment in writing on the Form 165A;

Progressive Supervision

- e. if the trooper refuses to sign the Form 165A, the supervisor will write "Refused to Sign" on the trooper's signature line; and
- f. if associated with an administrative investigation, ensure a copy is provided to the Internal Affairs Division (IAD) via BlueTeam.

C. Alternative Disciplinary Process (ADP)**1. Overview**

- a. CATEGORY: disciplinary
- b. USED FOR: minor violations
- c. RESTRICTIONS: may only be used for internal complaints not involving members of the public; limited to Category A, B and C violations; departmental collisions and damage or loss of MSP equipment are not eligible as these incidents require an administrative investigation.

2. Key Points

- a. Commanders may offer ADP when:
 - (1) the complaint does not involve a member of the public;
 - (2) the facts which constitute a minor violation are not in dispute;
 - (3) an administrative investigation is not necessary;
 - (4) the commander of IAD concurs; and
 - (5) the trooper agrees to the punishment recommended by his commander.
- b. The trooper's commander will ensure the trooper understands that:
 - (1) additional investigations and disciplinary actions may result if other allegations or information comes to light; and
 - (2) acceptance of ADP will not excuse the trooper from being interviewed at a later time to provide information pertaining to other troopers or additional allegations.
- c. If the trooper accepts ADP, he will sign the Form 181, Notification of Charges, which will be uploaded to BlueTeam.
- d. If the trooper does not accept the recommended discipline:
 - (1) the trooper will be ordered, in writing, not to discuss the case with anyone other than his counsel, commander or the investigator;
 - (2) the IAD will be notified of the refusal to accept ADP; and
 - (3) an investigation will be conducted.
- e. Cases disposed of by ADP are not forwarded to the Office of Legal Counsel for review.

Progressive Supervision

D. Summary Punishment**1. Overview**

- a. CATEGORY: disciplinary.
- b. USED FOR: minor violations.
- c. RESTRICTIONS: may only be used for internal complaints not involving members of the public; limited to Category A, B and C violations.

2. Key Points

- a. Commanders may offer summary punishment when:
 - (1) the complaint does not involve a member of the public;
 - (2) after an investigation is complete, the facts which constitute a minor violation are not in dispute; and
 - (3) the trooper accepts the punishment recommended by his commander; and
- b. Commanders will:
 - (1) prepare a Form 181 with a concise statement of facts;
 - (2) after an investigation is complete, meet with the trooper to determine whether the facts of the case are in dispute;
 - (3) if the facts are not in dispute, allow up to five working days for the trooper to accept the punishment;
 - (4) ensure that if the facts of the case are in dispute, Summary Punishment is not offered and the case will be processed in accordance with the procedures for trial boards (PER 19.06).
- c. If the trooper accepts Summary Punishment, he will sign the Form 181, Notification of Charges, which will be uploaded to BlueTeam.
- d. Cases disposed of by Summary Punishment are not forwarded to the Office of Legal Counsel for review.

E. Probationary Troopers

- 1. A probationary trooper's commander will attempt to correct inappropriate behavior through supervision and training.
- 2. Disciplinary actions and associated forms for probationary troopers will be handled in the same manner as non-probationary troopers.

Approved:

Colonel Woodrow W. Jones III
Superintendent 07/01/2022