

Office of the Sheriff
Somerset County, Maryland

General Order: 01-14-24

Effective Date: December 15, 2016

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Chapter 7

Section 1

Field Training and Evaluation Program

1. Policy

- A. The Somerset County Sheriff's Office will initiate a new program that will be used to assist the newly appointed deputy. The program will be known as the field **Training and Evaluation Program** and will begin upon graduation from the training academy.
- B. The Field Training Program will provide the Somerset County Sheriff's Office with a systematic and uniform method of training new deputies upon their entrance into the field. In addition to providing assistance to new deputies, the program will enable the Somerset County Sheriff's Office to monitor and evaluate the work performance of the deputies while at the same time establishes a means of documenting the strengths and weaknesses of the deputy. It is believed the new program will provide the Somerset County Sheriff's Office with a more proficient means to review the progress of new deputies and will assist those deputies to meet the demands and responsibilities of their duties.

- C. **The individual who will provide the training for the deputies is the Field Training Officer (FTO).** The FTO will be selected from those deputies who have served for 3 or more years, and who have demonstrated an interest in fulfilling the duties of a field trainer. The FTOS will be selected for their ability to supervise deputies in stress and non-stress incidents, and their skill in teaching, evaluating and assisting newly appointed deputies. The selection of these individuals will rest solely with the Sheriff or his designee.
- D. In addition to the FTOs', the Sheriff or his designee will assign a supervisor to serve in the capacity of Field Training Supervisor. The role of the FTOs' supervisor will serve as team leader to the Field Training Officers and will oversee the activities of the program for the Somerset County Sheriff's Office.
- E. The Field Training Supervisor will manage the Field Training and Evaluation Program and will assist the FTO in any manner he feels is necessary to ensure success of the program.

2. Field Training Officer

- A. The FTO has many roles that must be assumed during the program. The two most important roles are:
 - 1) Deputy Sheriff; and
 - 2) Trainer. An FTO must maintain a performance level as a deputy sheriff and is not relieved of these responsibilities during training. Sometimes these duties are modified, but the FTO must be able to quickly assume the role of a deputy sheriff as needed.
- B. Simultaneously, the FTO must train the trainee. This is a trying situation and very stressful at times; regardless, it must be done. As a trainer, the FTO has various duties to perform. These duties include:
 - 1) **Supervision** – The FTO often acts as a supervisor. The trainee will make mistakes and these mistakes are to be immediately addressed and corrected during the training process. There are times when the trainee will do something that is viewed as minor in nature but, due to his new position and the need for behavior modification, the FTO must take action and counsel the trainee. This may or may not be followed up by the FTO supervisor (depending on the severity and timeliness of the incident) but it is essential that the FTO take immediate action so that mistakes result in a positive learning experience.
 - 2) **Teaching** -One obvious function of the FTO is that of teacher. The teaching role may, and in most cases does, occur in the field under actual conditions. There may be other times when teaching occurs over a cup of coffee or while casually talking. The fact is, the FTO will spend much time teaching even when it does not appear to be obvious.

- 3) **Evaluating** – The FTO is not just a trainer. He must develop and use skills to evaluate whether or not a trainee is learning or whether remedial training is necessary. Evaluation skills are of prime importance to this program. If the FTO cannot evaluate, he/she cannot train. Evaluation is accomplished by completing the Field Training Deputy Report (SCSO 147), weekly evaluations, remedial training, evaluation sessions and constant verbal feedback.
- 4) **Researching** – The FTO must be able to not only identify remedial training needs, but must be able to provide that remediation in most instances. He/she must be able to find the proper resource for use in providing remedial training.
- 5) **Counseling** – The FTO will be occasionally placed into a situation where he/she must become a problem solver for the trainee. This may include the handling of personal situations. Normally, the best way to accomplish this is through counseling. The FTO should develop skills which allow him/her to help the trainee solve his/her own problems. By allowing him/her to “talk it out” and by guiding the trainee through his/her crisis, many of the trainee’s problems can be solved.
- 6) **Inspecting** – The FTO is responsible for the inspection of the trainee’s uniforms and equipment as well as the approval of all paperwork.
- 7) **Disseminating information** – The FTO must ensure the trainee is receiving all necessary information.
- 8) **Role Model** – The FTO must be a positive role model. This is done by maintaining a professional demeanor and appearance, adhering to rules and regulations and having a positive attitude toward the Sheriff’s Office, the program and the trainee.
- 9) **Recommendations** – The FTO is responsible for the initial recommendation for extension, termination or release to solo assignment. While the decision to terminate will be made at a higher level, it is up to the FTO to bring this matter into focus. If an FTO believes a trainee should be terminated, but does not document, remediate, further document and make a recommendation, the probability is that the trainee’s employment will become permanent. This is a responsibility the FTO must be aware of upon entering the program and which he/she must carry out. There are too many roles to list for the FTO’s. The FTO must be flexible and willing to change roles as each situation demands. If the FTO refuses to accept responsibilities, the trainee, the FTO and the Somerset County Sheriff’s Office will suffer.

3. Responsibilities of the Field Training Supervisor

- A. The Field Training Supervisor plays an extremely important role in this program. The Corporal who is assigned this responsibility is also accountable for his/her regular duties.

- B. The Field Training Supervisor is a team leader. He/she must ensure that his/her FTOs are acting within the scope of their responsibilities and that they function as a unit. He/she must act as a liaison between his team and other training supervisors. By doing so, conflict can be held to a minimum and the positive image of the program can be maintained.
 - C. The Field Training Supervisor is responsible for bringing valuable input to the training sessions. They must ensure the trainee is receiving well rounded exposure which is important.
 - D. They are responsible for reviewing and approving all field training deputy reports, observation reports, weekly evaluations and any other documentation pertinent to the trainee's performance.
4. Duties of the Field Training Supervisor
- A. The role of the Field Training Supervisor is one of paramount importance to the success of the Field Training and Evaluation Program. It is the duty of every FTS to monitor the training of every trainee assigned to him/her and to assist each in accomplishing his/her goals.
 - B. **Liaison Function** – One of the major stumbling blocks that FTOs experience is the resistance of other supervisors. This resistance usually stems from a lack of understanding of the program. If an FTO indicates concern that a supervisor is interfering with the training process, the FTS must look into the matter and take action if this is in fact happening.
 - C. **Reports** – All reports have time constraints. The FTS must see that reports are submitted on time and that none are missing or incomplete.
 - D. **Meetings** – Weekly evaluation meetings are an integral part of the program. The information presented at those meetings is vitally important and must be reported in a positive manner. These meetings can be meaningful and productive. A good general rule to set from the beginning is that no topic will be discussed unless it can be resolved by the members present or is truly relevant to the job. When discussing the trainee's performance, the following format is suggested:
 - 1) Strengths
 - 2) Weaknesses
 - 3) Remedial efforts
 - 4) Recommendations
 - a) The various strengths and weaknesses are discussed with ample documentation of representative incidents involved. Remedial efforts will be covered to include what they were, what they were supposed to correct and what their success was. Recommendations for further remedial efforts will be made as well as suggestions about the trainee's advancement or extension in the program. This information will be recorded on the FTO's weekly evaluation report.

- E. **Behavior Modification** – Training is a process of modifying behavior. The FTS should be aware of this and guide his/her training efforts accordingly. A few key points on behavior modification will be covered. People will repeat actions for which they are rewarded. If an action is seen that is deemed proper, the person performing the action should be rewarded. If the action is ignored, then the likelihood of it being repeated becomes a matter of chance.
- 1) The reward or punishment must be immediate if it is to be effective. This may not always be possible, but an effort to adhere to this principle should be made whenever possible.
 - 2) The reward or punishment must be consistent. If not, accusations of unfair practices could occur, but more important, the trainee may not understand the relative importance of the act.
 - 3) The reward or punishment must fit the behavior. Do not over-react to a minor incident, nor minimize a major one.
- F. **Maintaining Program Integrity** – The supervisor in any training program is a key figure. A substantial amount of enthusiasm and dedication a FTO will have for the training program will depend upon his/her relationship with the FTS. The supervisor must be professional, fair and supportive at all times.
- G. **Evaluations** – Each trainee’s progress, as he/she proceeds through the training program, will be recorded on written evaluations. The evaluation process is an integral part of the training.
- 1) Evaluations have many purposes. The obvious one is to record a trainee’s progress, but there are other purposes as well. Evaluations are excellent tools for informing the trainee of his/her performance level at a particular point in time. They are also excellent devices for identifying training needs and documenting training efforts. In a word, evaluations represent feedback.
 - 2) Collectively, over the duration of the program, evaluations tell a story, both by category and chronology. They tell of a trainee’s success and failures, improvements and digressions, and of the skills and efforts of the FTO as well. These documents are critical to the career of each new deputy and should be treated as such. Honest and objective evaluations of the trainees shall be a prime consideration of all participants in this program.

- 3) Each trainee will be evaluated in a number of categories. These categories cover as much of each aspect of a deputy's duties and responsibilities as can be expected. Evaluation guidelines have been established to ensure each FTOs rating of a trainee will be standard throughout the program. The standardized evaluation guidelines are actually behavior anchors. They provide a definition of unacceptable and acceptable standards of performance that must be applied to all trainees, regardless of their experience level or other factors.
- H. **Evaluation Frequency** – While evaluations are completed by the FTS, the ultimate responsibility for evaluating a trainee's performance lies with the FTO. The FTO will complete the Field Training Deputy report on each trainee by the end of each shift. This provides an opportunity for the trainee to ask questions he/she failed to ask earlier in the day and also serves to reinforce instructions and critiques that were given during or after each incident.
- I. **Field Training Report** - This report provides essential information to ensure administrative control over the relative progress of each trainee. Observations made by the FTO are entered on the form using an "Acceptable" or "Unacceptable" rating standard. Specific narrative comments are required for all ratings of "Unacceptable." An FTO may also make narrative comments on a specific rating of "Acceptable" if appropriate.
- 1) In addition to specific narrative comments for behaviors rated as "unacceptable," the FTO will identify and describe the "most acceptable" and the "least acceptable" performance of each day, because shifts may not result in performances which deserve an "unacceptable" rating. The FTO is encouraged to make any additional comments he feels would aid in the evaluation of the trainee.
 - 2) If a trainee receives a rating of "not responding to training," the FTO must provide appropriate remedial training. After the remedial training is given, a comment by the FTO will be made on the Field Training Deputy Report under the caption "Remedial Training." The FTO will refer to each category by number and explain what remedial training was provided.
 - 3) Utilizing the "Field Training Report" (SCSO 147), the FTS will provide a rating for each of the behaviors rated by the FTO. The FTS will comment on whether the trainee's progress to date is either "acceptable" or "unacceptable." Finally the FTS will indicate whether the trainee has been counseled on his/her deficiencies and whether the deficiencies have required or will require remedial training.
 - 4) The Field Training Deputy Report form includes measurable behaviors that are subdivided into five areas; appearance, attitude, knowledge, performance and relationships. Each of these behaviors is defined in the evaluation guidelines.

- 5) The FTO's portion of the Field Training Report is an additional means of administrative control over the progress of the trainee.
- 6) The Field Training Report will not be completed during the first week of the Field Training Program.
- 7) When completed, the Field Training Report will be placed in the trainee's personnel file.
- 8) **The Field Training Report will remain in the trainee's personnel file until the trainee is removed from probationary status, at which time these reports will be destroyed.**

5. Standardized Evaluation guidelines

- A. The purpose of these guidelines is to improve the reliability and validity of the assessment system for the Field Training and Evaluation Program, by ensuring that there is standardization with respect to the elements of performance that are to be evaluated and how they are to be evaluated. Providing definitions for each factor and identifying what kinds of information should be considered when making an assessment improves the reliability of the evaluation behaviors. Written standards for each category improves the validity of the evaluation system by reducing the probability that what is rated as "acceptable" by one FTO is rated as "unacceptable" performance by another FTO.
- B. This system is totally reliant on the FTO's documentation of relevant observations of the trainee's performance. It is, therefore, of utmost importance that the FTO review and be completely familiar with the definition of each standard.
- C. When evaluating a trainee on his/her performance, the FTO should begin with the "minimum acceptable level" standard. Then, by comparing the actual performance behavior of the trainee, the proper rating must be chosen. Where the choice is not readily apparent, the FTO must consider the pluses and the minuses in the task completed. Both the frequency and consequences of the action, positive or negative, must be considered.

6. Definition of Standard

- A. **Acceptable** – This rating is used when a trainee has completed a task at a level which is at least a minimum acceptable behavior, according to the standard guideline. The trainee has demonstrated the knowledge and ability to perform a task without major error. The trainee may have made an occasional minor error; however, he/she readily recognized the fact that an error was made and corrected his/her actions accordingly.
- B. **Unacceptable** – This category is for the trainee who displays an inability to perform a required task at the minimum acceptable level, according to the standard guideline. Whether it is due to his/her lack of knowledge or physical inability, the trainee does not display at least a minimum acceptable behavior.

7. Standardized Evaluation Guidelines

A. Appearance

Uniform and equipment are appropriate to perform the various duties of a Deputy. Uniform and equipment are neat and clean. Hair should be neat, cared for and trimmed according to Sheriff's Office regulations. No offensive body odor.

- 1) **Minimum acceptable** – Neat, clean uniform and weapon, well groomed hair. No offensive body odors. Reports to work with necessary equipment to perform his/her duties.
- 2) **Unacceptable** – Dirty shoes/and or uniform, unkept hair, dirty equipment and/or weapon, offensive body odor. Does not have necessary equipment to perform his/her duties.

B. Attitude

Acceptance of feedback – The trainee accepts criticism in a positive manner. The trainee takes the corrective criticism and is able to turn the criticism into improved performance.

- 1) **Minimum acceptable** – Accepts criticism in a positive manner and applies it to further the learning process. The trainee does not rationalize or argue with the FTO concerning and corrective criticism.
- 2) **Unacceptable** – Trainee rationalizes, argues, does not make corrections, and considers criticism a negative action by the FTO.

C. Initiative

At the beginning of the training period, the trainee may be limited in this area due to the lack of experience. After several days of training, however, the trainee is performing a task without the benefit of direct instruction from the FTO.

- 1) **Minimum acceptable** – Recognizes and identifies routine police activity or suspected criminal activity and is able to prepare proper cases from such detection.
- 2) **Unacceptable** – Does not see or avoids activity. Does not follow-up on suspicious situations. Rationalizes suspicious circumstances.

D. Knowledge

The trainee demonstrates a competent knowledge of Sheriff's Office policies and procedures. The level of knowledge is sufficient for the Deputy to properly perform his/her duties completely and without violating Sheriff's Office policy.

- 1) **Minimum acceptable** – The trainee is familiar with most commonly applied policies and/or procedures and he/she usually complies. However, an occasional reminder from the FTO may be required.

- 2) **Unacceptable** – The trainee has insufficient knowledge of policies and procedures to carry out routine assignments. The trainee makes no attempt to become familiar with policies and is unable to comprehend them. Even after admonishments from the FTO, the trainee frequently violates policies and procedures.

E. **Somerset County Sheriff's Office Policies and Procedures**

The trainee demonstrates a level of knowledge sufficient for him/her to properly complete his/her assigned duties without violating policies and procedures.

- 1) **Minimum acceptable** – He/she is familiar with the most commonly applied policies and procedures. He/she usually complies with these policies. However, an occasional reminder from the FTO may be required to have the individual perform according to policy.
- 2) **Unacceptable** – Has insufficient knowledge to properly complete everyday assignments. The trainee makes no attempt to become familiar with policies and/or is unable to comprehend them. Even after counseling from the FTO, the individual frequently violates policies and procedures during the performance of his/her duties.

F. **Transportation Article**

The trainee possesses a level of knowledge which enables him/her to handle any traffic violator encountered.

- 1) **Minimum acceptable** – The trainee has a working knowledge of commonly used sections and relates the elements to observed violations. He/she is able to locate unfamiliar violations in the Transportation Article for the proper placement of charges.
- 2) **Unacceptable** – The trainee does not know/or is unable to apply elements of the basic sections of the Transportation Article. The trainee displays no attempt to improve his/her knowledge and/or is unable to comprehend the elements of the Transportation Article.

G. **Criminal Law**

The trainee possesses a level of knowledge which enables him to handle any criminal violator encountered.

- 1) **Minimum acceptable** – The trainee has a working knowledge of the commonly used sections and relates the elements to observed criminal violations. He can locate unfamiliar violations for proper placement of charges.
- 2) **Unacceptable** – Does not know and/or is unable to apply elements of the basic sections of the criminal law. The trainee displays no attempt to improve his/her knowledge and/or is unable to comprehend the elements of the criminal law articles.

Skill Measures

A. Driving Skills: Normal Conditions

The trainee adheres to all safe driving practices, obeys all traffic laws and displays professionalism in his driving habits at all times.

- 1) **Minimum acceptable** – The trainee is able to maintain control of the vehicle while being alert to activities outside of the patrol vehicle. He/she usually practices good defensive driving techniques. He/she does not commit a violation which contributes to an accident.
- 2) **Unacceptable** – The trainee continually violates the Transportation Article. He/she is involved in a chargeable accident, lacks dexterity and/or coordination during normal vehicle operation.

B. Driving Skills Moderate/Stress Conditions

The trainee adheres to all safe driving practices, obeys all traffic laws (Within the provisions of the Transportation Article) and displays professionalism in his/her driving habits at all times.

- 1) **Minimum acceptable** – The trainee is able to maintain control of the patrol vehicle while being alert to activities outside of the patrol vehicle. He/she usually practices good defensive driving techniques. He/she does not commit a violation which contributes to an accident, and uses emergency lights and siren when appropriate.
- 2) **Unacceptable** – He/she is involved in a chargeable accident. He/she overuses emergency lights and siren. When operating the vehicle under emergency conditions, he/she travels at an excessive and/or unnecessary speed. He/she fails to slow for intersections and loses control on corners.

C. Use of Map Orientation and Response Time to Calls

The trainee knows where he/she is located at all times and is able to advise of same. The trainee will respond to a given location within a reasonable length of time and by the most efficient route of travel.

- 1) **Minimum acceptable** – The trainee has a seasonable knowledge of his/her location in most situations. He/she can quickly use a map to find streets. With the aid of a map, he/she usually determines the most efficient route to a given location.
- 2) **Unacceptable** – The trainee is unaware of his/her location while on patrol. He/she does not understand the proper use of a map; he/she is unable to relate his/her location to his/her destination.

D. **Forms: Accuracy/Completeness**

The trainee is able to complete, fully and accurately, routine forms used during the performance of his/her duties.

- 1) **Minimum acceptable** – The trainee knows most standard forms and understands their formats. He/she completes forms with accuracy and thoroughness.
- 2) **Unacceptable** – The trainee is repeatedly unable to determine the proper form for a given situation and/or forms are frequently incomplete and inaccurate.

E. **Report Writing – detail**

The trainee is able to put his/her thoughts on paper in a chronological manner. The trainee is able to observe and record all details necessary for a thorough investigative report.

- 1) **Minimum acceptable** – The trainee can reduce field situations into logical sequence of thought and include all elements of an event in his/her written reports. Occasionally, the trainee may require assistance from the FTO on major investigations.
- 2) **Unacceptable** – reports are disorganized and incomplete. It is difficult to discern a sequence of events, details is lacking and conclusions are not supported with facts.

F. **Report Writing – grammar/spelling**

The trainee efficiently and clearly reduces to writing all events which have occurred during an incident. His/her grammar and spelling errors are kept to a minimum. His/her reports are neat and legible so they are easily understood by an individual receiving them.

- 1) **Minimum acceptable** – The level of grammar usage is adequate and spelling errors are held to a minimum to the extent that such errors do not impair understanding of the report by individuals who may review the report.
- 2) **Unacceptable** – The report contains illegible, misspelled words, and/or incomplete sentence structure. An individual who may review the report cannot understand what occurred.

G. **Report Writing – Appropriate Time Used**

The trainee keeps the amount of time necessary for completing a written report to a minimum. Note to FTO: Keep in mind that a trainee is going to require more additional time to complete a required form than a seasoned Deputy.

- 1) **Minimum acceptable** – The trainee completes simple reports in approximately the same amount of time as a veteran Deputy. Complicated forms require additional time; however, as the training period proceeds, the trainee has been able to reduce the amount of time required.

- 2) **Unacceptable** – The trainee requires an unusual amount of time to complete simple reports. As the training period extends there is little or no reduction in the amount of time required completing the required reports.

H. Field Performance: Non-stress Situations

The trainee is able to handle and take proper action on all non-stress situations.

- 1) **Minimum acceptable** – The trainee is able to assess each situation and take proper action in most minor incidents. While some major incidents may require assistance from the FTO, the trainee remained calm and continued to take some action without displaying a high level of stress.
- 2) **Unacceptable** – The trainee appears confused and disoriented as to what action should be taken in major or minor situations.

I. Field Performance: Stress Situation

The trainee keeps his/her composure and is able to perform under stressful situations.

- 1) **Minimum acceptable** – The trainee does not allow a situation to further deteriorate, even if he/she requires assistance from his/her FTO. The trainee does not let the stressfulness of the situation interfere with his/her decision making ability.
- 2) **Unacceptable** - The trainee becomes emotional and/or panic stricken, unable to function and loses his/her temper. He/she is unaware of the seriousness of a potentially dangerous situation.

J. Field Performance: Verbal Test

The trainee is able to apply his/her textbook/classroom knowledge to his/her field performance. The FTO should use verbal communication to ascertain if the trainee has the necessary knowledge.

- 1) **Minimum acceptable** – After the FTO provides any necessary instructions, the trainee is able to apply the information to his/her field performance, presently and in future situations, without additional assistance from the FTO. The trainee is able to answer most of the FTO's questions.
- 2) **Unacceptable** - After receiving training from the FTO, the trainee is unable to apply the training to practical situations. He is generally unable to answer his/her FTO's questions.

K. Officer Safety: General

The trainee employs good practices of officer survival. The practices are employed not only for the safety of the trainee but also for the safety of fellow deputies and citizens.

- 1) **Minimum acceptable** – The trainee understands the principles of officer safety and generally applies them.

- 2) **Unacceptable** – The trainee fails to exercise officer safety techniques, such as:
 - a. Exposes weapon to suspect
 - b. Fails to keep gun hand free during enforcement situations.
 - c. Stands directly in front of violator’s car door.
 - d. Fails to control suspect’s movements.
 - e. Does not maintain sight of violator while writing citation.
 - f. Fails to use illumination when necessary.
 - g. Fails to advise Somerset Central when leaving patrol vehicle.
 - h. Fails to maintain good physical condition.
 - i. Does not foresee potentially dangerous situations.
 - j. Points gun at other deputies.
 - k. Stands to close too traffic.
 - l. Stands in front of door when knocking.
 - m. Fails to cover other deputies.
 - n. Fails to assist other deputies in violent situations.

L. Officer Safety: Prisoners

The trainee employs the principles and techniques of officer safety when handling/transporting prisoners.

- 1) **Minimum acceptable** – The trainee generally displays awareness of potential danger, maintains position of advantage over prisoners.
- 2) **Unacceptable** – The trainee frequently violates officer safety standards as detailed in “K” above and/or confronts suspicious persons while seated in patrol vehicle. He/she fails to thoroughly search prisoners or their vehicles. He/she fails to maintain position of advantage with prisoners to prevent attack or escape.

M. Control of Conflict: Voice Command

In conflict situations, the trainee is able to use proper voice communication to maintain control and keep the situation from worsening.

- 1) **Minimum acceptable** – The trainee speaks with authority in a calm, clear voice. He/she displays an appropriate level of competence for the situation. He/she has the ability to prevent the situation from deteriorating.
- 2) **Unacceptable** – The trainee uses improper voice inflection, i.e., too soft, too loud, confused or indecisive. He cannot maintain or obtain control of the situation at hand.

N. Control of Conflict: Physical Skill

The trainee keeps in good physical condition. When faced with a physical confrontation, the Deputy has the required skills to affect the desired outcome.

- 1) **Minimum acceptable** – The trainee is able to obtain and/or maintain control without excessive force. He/she keeps in good physical condition.
- 2) **Unacceptable** – The trainee is cowardly, physically weak or uses too little or too much force for a given situation. Does not keep in good physical condition.

O. Use of common Sense and Good Judgment

The trainee possesses and employees good common sense and good judgment in all police situations. (Since it would be impossible to present every possible situation a Deputy will encounter in his/her career, it is a must that the trainee use common sense and good judgment when completing every task he/she may handle.)

- 1) **Minimum acceptable** – The trainee is able to reason out a problem and relate it to what he/she was taught during the training period. He/she has good perception and the ability to make his/her own decisions.
- 2) **Unacceptable** – The trainee acts without and/or is indecisive; he/she is naïve. He/she does not reflect on the consequences of his/her actions before attempting to complete a task.

P. Radio: Appropriate use of “10” Codes

The trainee knows and properly uses the “10” Codes.

- 1) **Minimum acceptable** – The trainee has a good working knowledge of the majority of the “10” Codes and uses the “10” Codes rather than unnecessary verbiage.
- 2) **Unacceptable** – The trainee frequently misuses “10” Codes and/or fails to display familiarization of the codes. He/she uses inappropriate codes for the given situation.

Q. Radio: Listens and Comprehends Transmissions

The trainee pays attention to the radio and is able to comprehend all transmissions.

- 1) **Minimum acceptable** – The trainee copies most radio transmissions directed to his/her unit on the first response. He/she is generally aware of adjoining patrols transmissions.
- 2) **Unacceptable** – The trainee repeatedly misses his/her unit number and/or is unaware of radio transmissions to adjoining patrol units. He/she frequently asks the dispatcher/other units to repeat transmissions or does not comprehend messages.

R. Radio: Articulation of Transmission

The trainee is clear and understandable in his/her transmissions.

- 1) **Minimum acceptable** – The trainee generally uses proper procedures with concise transmissions. The trainee uses proper procedures with a clear, calm voice under normal conditions. Can usually be understood under stressful conditions even though the stress is evident in transmissions.
- 2) **Unacceptable** – The trainee does not pre-plan radio messages. The dispatcher consistently asks for repeats because under or over modulation, poor articulation and/or message content.

S. Vehicle, weapon and agency Equipment

The trainee regularly maintains issued equipment, i.e., vehicle, weapon, radar, emergency gear. He/she sees that any regular maintenance required is scheduled.

- 1) **Minimum acceptable** – The trainee completes daily inspections of equipment. He/she follows good preventative maintenance procedures. He/she does not allow his/her vehicle's fuel level to become so low as to jeopardize response to calls for service.
- 2) **Unacceptable** – The trainee fails to properly maintain weapon, to check vehicle for proper/improper equipment, to clean and maintain vehicle and/or equipment, follow proper equipment operating procedures.

T. Interaction with Citizens: General

- 1) The trainee relates well with the public. (This is a necessity for his/her individual image as well as the Somerset County Sheriff's Office.
- 2) **Minimum acceptable** – The trainee is courteous, friendly, and empathetic and communicates in a professional and unbiased manner, regardless of the given situation.
- 3) **Unacceptable** – The trainees is usually abrupt, belligerent and overbearing, introverted and/or uncommunicative.

U. Minorities:

- 1) The trainee has no problems when dealing with minorities or persons of other ethnic backgrounds. He/she conducts himself/herself efficiently and productively when involved with minority groups.
- 2) **Minimum acceptable** – The trainee appears to be at ease with and does not feel threatened by the presence of minorities. He/she does not allow his/her personal views to interfere with his/her efficiency and productivity when encountering minority groups.
- 3) **Unacceptable** – The trainee displays hostility towards minorities because of prejudice, bias or pity.

V. Relationships with FTO/FTS/Supervisors/Peers

The trainee's relationship and attitude with his/her FTO/FTS and peers are productive.

- 1) **Minimum acceptable** - The trainee asks pertinent questions and is objective in her/his desire to learn. He/she accepts constructive criticism as a learning experience. He/she maintains a good relationship with his/her FTO, FTS and his/her peers.
- 2) **Unacceptable** – The trainee constantly rationalizes his/her mistakes with his/her FTO or is sarcastic. He/she criticizes other FTO's, supervisors and/or trainees. He/she plays one FTO against another.

8. Probationary Period – Police Employees

- A. All sworn police employees will remain in a probationary status for **one year** from the date of appointment to the Somerset County Sheriff's Office.
- B. Sworn employees who have a minimum of three years prior experience will remain in a probationary status for six months from the date of appointment to the Somerset County Sheriff's Office.
- C. During that time, the Sheriff may discharge any such police employee for any cause which he, in his discretion, deems sufficient within legal and constitutional parameters.

Office of the Sheriff
Somerset County, Maryland

Chapter 7

Section 2

Promotions

1. Authority
 - A. Promotions shall be made by the Sheriff in accordance with these written policies and procedures.
2. Applicability and Eligibility
 - A. This policy, procedures and requirements apply to those seeking promotion to the rank of Corporal, Sergeant, First Sergeant and Detective Sergeant.
 - B. Employees holding the rank of Deputy First Class, Corporal, Sergeant, and having one year in grade prior to the date of the examination are eligible to participate in the promotional process.
3. Policy
 - A. Promotional competitiveness is contingent upon the following attributes:
 - 1) Job Knowledge
 - 2) Education and Training
 - 3) Experience
 - 4) Performance
 - B. The promotional process encompasses three components:
 - 1) Written examination
 - 2) Oral interview
 - 3) Structured Resume

4. Procedures
 - A. Written Examination
 - 1) Only candidates who pass the written examination will continue to the oral interview.
 - 2) All candidates will be advised of their respective test scores on the written examination via sealed letter.
5. Oral Interview
 - A. The oral interview will consist of a series of situational questions to which the candidate will have a maximum of 5 minutes to answer.
 - B. All candidates will be asked the same questions.
 - C. The three (3) person oral interview board will consist of individuals appointed by the Sheriff with the rank of Corporal, Sergeant or First Sergeant. These board members will be members of allied law enforcement agencies.
6. Structured Resume
 - A. The current promotional procedures, as defined in this General Order require the submission of a Structured Resume from all candidates.
 - B. Detailed instructions will be provided to the candidates for proper completion of each category listed below.
 - C. The four categories below are required within each Structured Resume:
 - 1) Education/Training
 - 2) Work History
 - 3) Awards
 - 4) Leadership/Management/Supervisory
 - D. Upon completion, the candidates will submit their structured resumes to the Chief Deputy.
 - E. The candidates structured resumes will be provided to the members of the oral interview board.
7. Promotion to Deputy First Class
 - A. There is no written promotional examination for the rank of Deputy First Class and no competitive process is required.
 - B. Criteria for promotion are:
 - 1) Completion of one year service
 - 2) Satisfactory job performance
 - 3) Recommendation of the employee's supervisor
 - C. All promotions are contingent on adequate funding.
8. Promotion to Lieutenant
 - A. There is no written promotional examination for the rank of Lieutenant.

- B. Criteria for promotion are:
 - 1) Only personnel holding the rank of First Sergeant and Detective Sergeant are eligible for the rank of Lieutenant.
 - 2) Satisfactory job performance.
 - 3) Completion of one year service in rank of First Sergeant or Detective Sergeant.
 - 4) Written request to be considered for promotion.
 - 5) Recommendation of the Chief Deputy.
 - C. Persons appointed to the rank of Lieutenant will serve in that position at the discretion of the Sheriff.
 - D. At any time, personnel appointed to the rank of Lieutenant may be returned to their previous rank.
 - E. All such promotions are contingent on adequate funding.
9. System for Selecting Names from Eligibility List
- A. The Sheriff will be the appointing authority for all employees in his/her Office.
 - B. Appointments to positions in the Office will be from among the names certified as eligible as established on the eligibility list.
 - C. The Sheriff is permitted to promote **any** of the three candidates whose names appear on the top of the eligibility list stating the employee's new rank, duty assignment (when known) and the effective date of the promotion.
 - D. The promotional eligibility list will be effective for 2 years from the date of the promotional examination.

Office of the Sheriff
Somerset County, Maryland

Chapter 7

Section 3

Performance and Appraisal System

Sworn Employees

1. Policy

- A. The Performance Appraisal System applies to civilian personnel and all sworn members of the Somerset County Sheriff's Office holding the rank of Deputy through First Sergeant as a tool to accomplish the following goals:
 - 1) Employee Development
 - 2) Provide guidance to the employee
 - 3) Inform the employee of what is expected
 - 4) Assess training needs
- B. The appraisal system will be used to support recommendations or non-recommendations for promotion.

2. Expectations

- A. In order for an employee's performance to be fairly appraised, it is incumbent supervisors to make their expectations clearly known to the employee.
- B. Many expectations for performance are already stated in the Somerset County Sheriff's Office Manual, orders and other procedural statements.
- C. Corporals, Sergeants and First Sergeants will be rated in the supervisory factors.

3. Performance Factors and Standards

- A. Chain of Command
 - 1) Shares information with others when appropriate
 - 2) Acts independently while keeping supervisors informed
 - 3) Keeps chain of command informed of significant events or hazards

- B. Rules and Regulations
 - 1) Performs work according to current policies and procedures
 - 2) Demonstrates knowledge of policies and procedures
- C. Personal Appearance
 - 1) Maintains personal appearance appropriate to the job
 - 2) Cleans and maintains weapon(s) in accordance with SCSO policy
 - 3) Checks subordinates and self to ensure they are properly attired and equipped
 - 4) Checks and maintains patrol vehicles and equipment
- D. Offers assistance to Co-Workers
 - 1) Assists co-workers with assigned tasks
 - 2) Renders assistance as needed
- E. Reliability
 - 1) Is a dependable team member
 - 2) Keeps commitments
 - 3) Inspires the trust of others
 - 4) Does not let personal problems inhibit and/or interfere with job performance
- F. Is responsible for Own Actions
 - 1) Accepts responsibility for their actions and/or decisions
 - 2) Does not shift blame
- G. Volunteers Readily
 - 1) Volunteers for investigations
 - 2) Volunteers for assignments (i.e. overtime assignments)
 - 3) Volunteers for extra duties
- H. Problem Identification and Evaluation
 - 1) Recognizes and identifies problems in a timely manner
 - 2) Gathers and analyzes information in a logical and objective manner
 - 3) Observes, receives and otherwise gathers information from all relevant sources
 - 4) Develops alternative solutions, identifies and considers consequences of each
- I. Problem Solving
 - 1) Routinely makes sound and timely decisions
 - 2) Works well in group problem solving situations
 - 3) Combines, evaluates, and reasons with information and data to make decisions and solve problems

- J. Work Productivity
 - 1) Work results consistently meet and satisfy the expectations of the Sheriff or Chief Deputy
 - 2) Completes assigned tasks in a timely and efficient manner

- K. Displays positive outlook
 - 1) Displays enthusiasm in all aspects of work
 - 2) Shows determination and the will to succeed
 - 3) Self-motivated

- L. Oral Communications
 - 1) Speaks clearly and persuasively
 - 2) Listens and gets clarification
 - 3) Responds well to questions
 - 4) Participates in meetings
 - 5) Conveys actions or instructions clearly without filtering of critical thinking
 - 6) Uses appropriate choice of words, voice tone and gestures when communicating information

- M. Written Communications
 - 1) Write clearly and informatively
 - 2) Edits work for spelling and grammar
 - 3) Possesses good writing skills
 - 4) Approves work, communications, and reports for adequacy and accuracy

- N. Adaptability
 - 1) Willingly accepts a variety of responsibilities
 - 2) Adapts to situations in a positive manner
 - 3) Works well with others to achieve objectives and goals of the SCSO
 - 4) Is resourceful and generally seeks work place process improvement through personal initiative

- O. Work Quality
 - 1) Provides thorough and comprehensive details in all assignments
 - 2) Completes work in a timely manner
 - 3) Monitors and measures work process to ensure consistent quality

4. Supervisory - Corporals, Sergeants, First Sergeants
 - A. Directing
 - 1) Provides clear direction and purpose
 - 2) Provides guidance and direction to subordinates, including the setting of performance standards and monitoring of subordinates' activities
 - 3) Directs activities at investigations
 - B. Mentoring
 - 1) Demonstrates influencing skills
 - 2) Acts to motivate, coach and develop subordinates
 - 3) Answers job related questions from subordinates
 - 4) Interprets policies, directives, and procedures for subordinates
 - C. Instructing
 - 1) Explains work assignments to his/her subordinates
 - 2) Provides a friendly, non-judgmental ear for subordinates' problems or concerns
 - 3) Provides sound advice, when appropriate
 - 4) Shares successes, failures and other experiences
 - 5) Provides ongoing support and guidance
 - 6) Encourages subordinates to assess their own strengths, weaknesses; tactfully points out shortcomings and suggest possible remedies
 - D. Makes Timely Decisions
 - 1) Makes well-reasoned decisions
 - 2) Clearly articulates decisions in a timely manner
 - 3) Follows up on decisions made
 - E. Exhibits Sound Judgment and Decision Making
 - 1) Assists subordinates and others to resolve problems
 - 2) Accepts responsibility for all decisions he/she makes
 - F. Ethics
 - 1) Models ethical workplace behavior
 - 2) Promotes equal opportunities and protects the rights of others
 - G. Manages Resources
 - 1) Secures resources
 - 2) Monitors expenditures and remains with budget guidelines

- H. Supervision
 - 1) Organizes and distributes work among subordinates
 - 2) Communicates expectations and performance standards
 - 3) Monitors, documents and evaluates employee conduct and performance

- I. Seeks More Responsibilities
 - 1) Shows support for the SCSO
 - 2) Volunteers for assignments
 - 3) Willingness to accept additional duties

- J. Requires Minimal Supervision
 - 1) Displays ability to handle assignments
 - 2) Displays mature and responsible decisions
 - 3) Displays the ability to manage in-depth assignments or investigations

- K. Delegation
 - 1) Gives authority, but retains responsibility
 - 2) Ensures that subordinates take “ownership” of the task
 - 3) Gives subordinates freedom to make decisions, but does not micro-manage

- L. Keeps Emotions Under Control
 - 1) Displays ability to control emotions under stressful situations
 - 2) Displays patience when dealing with subordinates or civilians
 - 3) Maintains composure even in the face of extreme provocation

- M. Encourages Open Dialogue
 - 1) Seeks input from subordinates
 - 2) Willing to listen to concerns from subordinates
 - 3) Attentive to subordinates’ concerns

- N. Safety
 - 1) Maintains a safe and healthy workplace
 - 2) Demonstrates and ensures safety precautions are followed

- O. Morale
 - 1) Builds camaraderie with subordinates that reflects high morale, clear focus and group identity
 - 2) Encourages and builds mutual trust, respect and cooperation
 - 3) Develops constructive and cooperative working relationships with others

P. Rating Definitions

- 1) Expectations of employee performance should be at a level so that “Meets Expectations” is interpreted by the supervisor and employee alike as an accomplishment.
- 2) Expectations of employee performance should be at a level so that “Meets Expectations” is interpreted by the supervisor and employee alike as an accomplishment.
 - a) **Exceeds Expectations** – The employee achieves positive results on a consistent basis while his performance significantly passes the “Core Values” and the expectations of the Somerset County Sheriff’s Office.
 - b) **Meets expectations** – The employee demonstrates success and competency in the performance of his job and supports the “Core Values” and the expectations of the Somerset County Sheriff’s Office.
 - c) **Needs Improvement** – The employee occasionally falls below the “Core Values” of the Somerset County Sheriff’s Office. Improvement is required.
 - d) **Unsatisfactory** – The employee consistently falls below the “Core Values” of the Somerset County Sheriff’s Office. Improvement is required.

5. Observations and Performance Documentation

- A. The performance ratings are based on documentation maintained in the job observation material and daily journals maintained by Sergeants.
- B. It is incumbent that supervisors document an employee’s performance by utilizing the Job Observation Records, Form 17 or any other format.
- C. The documentation will be promptly presented to the Deputy and the Deputy’s supervisor if they are not the originators.
- D. Supervisors are required to maintain documentation for an overall rating of needs improvement or unsatisfactory rating.
- E. Generally, Deputies will be appraised on performance which occurs during on-duty hours. However, if a Deputy uses a Sheriff’s Office vehicle or identifies his/herself as a Sheriff’s Office employee, the performance will be considered by the supervisor.
- F. At the conclusion of the appraisal cycle, any and all documentation maintained by the supervisor will be submitted to the Chief Deputy along with the completed Appraisal.
- G. When a Deputy disputes a rating given by his supervisor, the Deputy may file grievance as outlined in Chapter 10, Section 5.

6. Job Observation Report, Form 164A and Job Observation Record Form 164.
 - A. The Form 164A provides a structured means of documenting employee work behaviors and supervisory communications.
 - B. Observations regarding another supervisor's subordinate would be documented on a Form 164A and will be given directly to the employee's supervisor. The employee's supervisor will make appropriate entries on the Job Observation Record, Form 164, upon receipt of these materials.
 - C. The Form 164 is the supervisor's log of all reports, and letters of commendation/complaint, etc., relevant to appraisal of an employee's work behavior for the appraisal period.
 - D. First-Line and Second-Line supervisors will review Form 164 observations with their subordinates monthly and will have the subordinates acknowledge each observation by initialing and dating the Form 164.
 - E. Forms 164 will be retained in each Deputy's personnel file for 3 years and then destroy.
 - F. If an administrative investigation of charge is pending against an employee in relation to an incident occurring during the appraisal period, the employees Form 164 will be retained for a period specified by the agency's Records Retention Schedule.

7. Restricted Duty or Sick Leave
 - A. Employees who work any portion of a performance appraisal period, including those employees who are on restricted duty status, will receive a rating based upon the work behavior observed during that portion of the appraisal period.
 - B. An employee who is on extended leave for an entire appraisal period will not receive an appraisal rating. In this case, the supervisor will complete a Form 17 to the Chief Deputy.
 - C. The supervisor will sign and date the Form 17 and give the employee a copy.
 - D. The original Form 17 will be placed in the employee's personnel file.

Office of the Sheriff
Somerset County, Maryland

Chapter 7

Section 4

Performance and Appraisal System

Civilian Employees

1. Adaptability
 - 1) Adapts to changes in the work environment
 - 2) Accepts criticism
 - 3) Changes approach or method to best fit the situation
2. Communications
 - 1) Expresses ideas and thoughts verbally
 - 2) Expresses ideas and thoughts in written form
 - 3) Expresses good listening and comprehension
 - 4) Selects and uses appropriate communication methods
3. Conflict resolution
 - 1) Encourages open communication
 - 2) Confronts difficult situations
 - 3) Maintains objectivity
 - 4) Keeps emotions under control
 - 5) Uses negotiation skills to resolve conflicts
4. Cooperation
 - 1) Establishes and maintains effective relations
 - 2) Exhibits tact and consideration
 - 3) Displays positive outlook and pleasant manner
 - 4) Offers assistance and support to co-workers
 - 5) Works cooperatively in group situations
 - 6) Works actively to resolve conflicts

5. Dependability

- 1) Responds to requests for service and assistance
- 2) Follows instructions, responds to management direction
- 3) Takes responsibility for own actions
- 4) Commits to doing best job possible
- 5) Keeps commitments
- 6) Appearance meets departmental specifications
- 7) Meets attendance and punctuality guidelines

6. Initiative

- 1) Volunteers readily
- 2) Undertakes self-development activities
- 3) Seeks increased responsibilities
- 4) Takes independent and calculated risks
- 5) Looks for and takes advantage of opportunities
- 6) Asks for help when needed

7. Job Knowledge

- 1) Competent in required job skills and knowledge
- 2) Exhibits ability to learn and apply new skills
- 3) Keeps abreast of current developments
- 4) Requires minimal supervision
- 5) Displays understanding of how job relates to others
- 6) Uses resources effectively

8. Judgment

- 1) Displays willingness to make decisions
- 2) Exhibits sound and accurate judgment
- 3) Supports and explains reasoning for decisions
- 4) Includes appropriate people in decision making progress
- 5) Makes timely decisions

9. Problem Solving

- 1) Identifies problems in a timely manner
- 2) Gathers and analyzes information skillfully
- 3) Develops alternative solutions
- 4) Resolves problems in the early stages
- 5) Works well in group problem solving situations

10. Quality

- 1) Demonstrates accuracy and thoroughness
- 2) Displays commitment to excellence
- 3) Looks for ways to improve and promote quality
- 4) Applies feedback to improve performance
- 5) Monitors own work to ensure quality

11. Quantity

- 1) Meets productivity standards
- 2) Completes work in a timely manner
- 3) Strives to increase productivity
- 4) Works quickly
- 5) Achieves established goals

12. Safety

- 1) Observes safety and security procedures
- 2) Determines appropriate action beyond guidelines
- 3) Uses equipment and materials properly
- 4) Reports potentially unsafe conditions

13. Teamwork

- 1) Balances team and individual responsibilities
- 2) Exhibits objectivity and openness to others views
- 3) Gives and welcomes feedback
- 4) Contributes to building a positive team spirit
- 5) Puts success of team above others

14. Ratings Definitions

- 1) **(0 to 36) UNACCEPTABLE:** Failed to meet expected job accomplishments. A Special Evaluation Report is required for a Probationary employee prior to his/her termination.
- 2) **(37 to 101) NOT EFFECTIVE:** Met some of the expected accomplishments but is inconsistent or failed to meet them in one or more priority areas.
- 3) **(102 to 165) Effective:** A valued employee who consistently met expected job accomplishments.
- 4) **(166 to 231) Strong:** Consistently exceeded expected job accomplishments; sets example for other employees; and is capable of training other employees in this job function.
- 5) **(231 to 264) Outstanding:** Clearly exceeded the highest expectations in performance and work habits; exceeded all established goals and expectations; and performed with minimal supervision.

15. Expectations For The Next Period

- 1) The supervisor will meet with the employee and review the evaluation.
- 2) List the performance results and accomplishments expected during the next evaluation period. If the employee's evaluation is unacceptable or not effective, indicate exactly what improvements the employee must demonstrate to be effective in the job. Indicate those specific actions which the supervisor and employee have agreed upon to correct performance that is considered unacceptable or not effective.
- 3) At the conclusion of the appraisal cycle, any and all documentation maintained by the employee's supervisor will be submitted to the Chief Deputy along with the completed Appraisal.
- 4) When an employee disputes a rating given by his supervisor, the Deputy may file grievance as outlined in Chapter 10, Section 5.

Ronald W. Howard

Sheriff

Somerset County