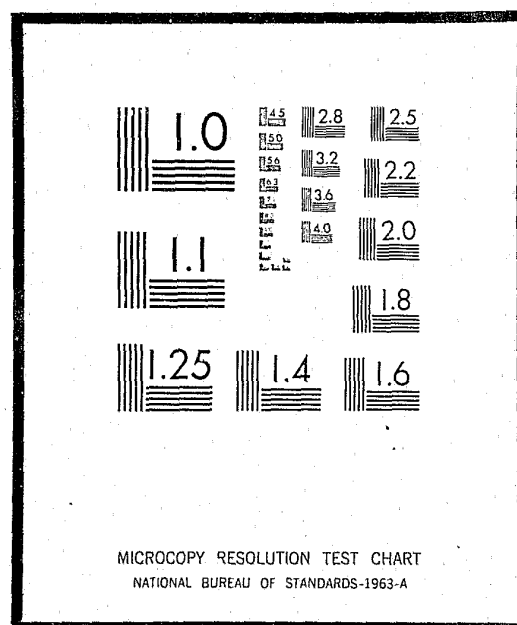


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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed,

2/10/76

POLICE PERSONNEL POLICIES
STATE AVIATION ADMINISTRATION
MARYLAND DEPARTMENT OF TRANSPORTATION

Developed by:

Landrum & Brown
A Division of Booz, Allen & Hamilton, Inc.

19029

3.2 Personnel Policies.

3.2.1 Merit System Law.

3.2.1.1 Officers and Cadets.

Article 64A - Merit System, of the Annotated Code of Maryland, shall not apply to officers and cadets of the State Aviation Administration Police Department, except that officers and cadets shall be subject to the provisions of this article to the same extent that members of the Maryland State Police are so included. Officers and cadets shall receive such compensation as shall be provided in the state budget.

3.2.1.2 Civilian Employees.

The compensation, classification and status of civilian employees of the Department of Transportation assigned to the State Aviation Administration Police Department shall be determined in accordance with Article 64A.

3.2.2 Classification of Personnel.

The following classes of personnel are established within the State Aviation Administration Police Department with education, training and experience requirements as indicated. The Secretary of Transportation has established detailed standards, qualifications and prerequisites for each classification as required by Article 1A - Aeronautics, of the Annotated Code of Maryland, and may establish such additional classifications from time to time as required for the efficient operations of the Police Department.

3.2.2.1 State Aviation Police Cadet.

Graduation from an accredited high school, or possession of a state high school equivalency certificate. High school students who anticipate graduation within six months may take the required examinations.

State Aviation Police Cadets will enroll in an accredited college or university for a minimum of nine hours per semester leading to an associate degree in the criminal justice field. A State Aviation Police Cadet who is not promoted to Police Officer I within three months after reaching his twenty-first birthday shall be terminated.

3.2.2.2 State Aviation Police Officer I.

Graduation from an accredited high school, or possession of a state high school equivalency certificate. A State Aviation Police Officer I who has not been promoted to State Aviation Police Officer II within one year after graduation from an entrance-level training program shall be terminated.

A State Aviation Police Cadet who attains an associate degree in law enforcement may be promoted directly to State Aviation Police Officer II in accordance with the educational requirements contained in Section 3.

3.2.2.3 State Aviation Police Officer II.

Two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

OR

Possession of an entrance-level training certificate issued or recognized by the Maryland Police Training Commission; one year's satisfactory performance as a State Aviation Police Officer I, or two years' other law enforcement experience.

3.2.2.4 State Aviation Police Agent.

Two years' experience as a State Aviation Police Officer II; completion of a recognized training course in a specialized professional skill needed by the Police Department as determined by the Chief of Police; demonstrated proficiency and continued superior performance in his specialized field; and ability to serve as a supervisor and instructor in his specialized field.

3.2.2.5 State Aviation Police Sergeant.

3.2.2.5.1 Promotional Requirements.

Two years' experience as a State Aviation Police Officer I or higher.

Educational requirements as follows:

- Beginning July 1, 1977, one year (30 semester hours) of college, with a minimum of 6 semester hours in criminal justice subjects.
- Beginning July 1, 1978, two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

3.2.2.5.2 Lateral Entry Requirements.

- . Two years' law enforcement experience.
- . Two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

3.2.2.5.3 Requirements for Permanent Promotion.

During his probationary period, a State Aviation Police Sergeant must satisfactorily complete the prescribed course for police supervisors as required by the Maryland Police Training Commission.

3.2.2.6 State Aviation Police Lieutenant.

3.2.2.6.1 Promotional Requirements.

- . Three years' experience as a State Aviation Police Officer I or higher.
- . Educational requirements as follows:
 - Beginning July 1, 1976, one year (30 semester hours) of college, with a minimum of 6 semester hours in criminal justice subjects.
 - Beginning July 1, 1977, two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

- Beginning July 1, 1978, three years (90 semester hours) of college, with a minimum of 18 semester hours in criminal justice subjects.

3.2.2.6.2 Lateral Entry Requirements.

- . Three years' law enforcement experience, including one year of supervisory experience.
- . Three years (90 semester hours) of college, with a minimum of 18 semester hours in criminal justice subjects.

3.2.2.6.3 Requirement for Permanent Promotion.

During his probationary period, a State Aviation Police Lieutenant must satisfactorily complete the prescribed course for police administrators as required by the Maryland Police Training Commission.

3.2.2.7 State Aviation Police Captain.

3.2.2.7.1 Promotional Requirements.

- . Two years' experience as a State Aviation Police Sergeant or higher.
- . Educational requirements as follows:
 - Beginning July 1, 1975, one year (30 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.
 - Beginning July 1, 1976, two years (60 semester hours) of college, with a minimum of 18 semester hours in criminal justice subjects.
 - Beginning July 1, 1978, a bachelor's degree with a minimum of 24 semester hours in criminal justice subjects.

3.2.2.7.2 Lateral Entry Requirements.

- . Four years' law enforcement experience, including two years of supervisory experience.
- . A bachelor's degree, with a minimum of 24 semester hours in criminal justice subjects.

3.2.2.7.3 Requirement for Permanent Promotion.

During his probationary period, a State Aviation Police Captain must satisfactorily complete the prescribed course for police administrators as required by the Maryland Police Training Commission if he has not previously done so.

3.2.2.8 Chief of Police, State Aviation Administration.

The education, training and experience requirements for the position of Chief of Police are identical for both promotion and lateral entry as follows:

- . A bachelor's degree, with a minimum of 24 semester hours in criminal justice subjects.
- . Satisfactory completion of a recognized law enforcement executive training program, such as the FBI National Academy or the Southern Police Institute.
- . Five years' law enforcement experience, including three years in progressively responsible supervisory and management positions.

3.2.2.9 Additional Lateral Entry Requirements.

In addition to the lateral entry requirements established for each position, the Chief of Police may establish additional requirements of education, training and experience for specialized positions to be filled by lateral entry, with the approval of the Secretary of Transportation.

3.2.3 Recruitment.

All personnel have a part to play in the recruitment process. The most effective advertisement for employment in the State Aviation Administration Police Department is the conduct of members while engaged in their official duties and dealings with the public. When the opportunity arises, members should encourage and solicit applications from prospective candidates.

3.2.3.1 General Qualifications.

Recruitment practices are designed to obtain the most suitable personnel for the police profession. The following qualifications apply to all classes of personnel set forth in Section 3.2.2 above.

3.2.3.1.1 Age.

- . For State Aviation Police Cadets, age 18 to 20. An applicant may take the required examinations at age 17, but cannot commence his duties until his 18th birthday. No applicant will be appointed after reaching his 20th birthday.
- . For all sworn positions, age 21 to 35. An applicant may take the required examinations at age 20, but cannot commence his duties until his 21st birthday. No applicant will be appointed after reaching his 36th birthday.
- . For lateral entry into supervisory and management positions, the Chief of Police may waive the maximum age prescribed above, with the approval of the Secretary of Transportation.

3.2.3.1.2 Height.

Minimum height 5' 7" for males and 5' 4" for females at time of physical.

3.2.3.1.3 Weight.

Weight in proportion to height according to frame size as set forth in Exhibit 3-A following this chapter. Decision as to frame size will be made by the examining physician.

3.2.3.1.4 Vision.

The minimum acceptable standard of visual acuity (uncorrected) shall be 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth perception required.

3.2.3.1.5 Physical Condition.

Excellent physical condition as determined by the examining physician.

3.2.3.1.6 Moral Character.

Excellent moral character as determined by an intensive background investigation. If the investigation reveals a criminal record, the applicant will not be appointed.

3.2.3.1.7 Citizenship and Residence.

United States citizenship is required. All personnel must be or become residents of the State of Maryland upon appointment.

3.2.3.1.8 Driver's License.

All personnel must possess a valid Maryland class "D" motor vehicle operator's license upon appointment, and qualify for a State Aviation Administration Aerodrome Driver's License during their probationary period.

3.2.4 Selection Procedures.

The procedure for selection of personnel for officer and cadet positions is as follows:

3.2.4.1 Application.

Interested persons file State Employment Application Form (MS #100) with the Department of Personnel.

3.2.4.2 Written Examination.

The Secretary of Personnel notifies all applicants of the dates of written examinations, conducts such examinations, prepares a list of eligible applicants and submits such list to the Chief of Police.

3.2.4.3 Personal History Statement.

The Chief of Police notifies each eligible applicant when to report for fingerprinting, physical and agility examinations. A Personal History Statement, set forth as Exhibit 3-B following this chapter, will be furnished to each eligible applicant with instructions to complete and return it when reporting for fingerprinting. The completed Personal History Statement will be forwarded to the polygraph examiner. Upon completion of the polygraph examination, it will be given to the investigator assigned to conduct the background investigation.

3.2.4.4 Fingerprinting.

Each applicant will be fingerprinted and his fingerprints submitted to the Maryland State Police and the Federal Bureau of Investigation.

3.2.4.5 Physical Examination.

Each applicant will undergo a complete physical examination by a licensed physician which will include, but not necessarily be limited to, the following examinations:

3.2.4.5.1 Height and Weight.

The applicant's height and weight must fall within the criteria set forth in Sections 3.2.3.1.2 and 3.2.3.1.3, and in Exhibit 3-1.

3.2.4.5.2 Vision.

- . For visual acuity, the Snellen test will be used. The minimum acceptable standard of visual acuity (uncorrected) shall be 20/100 in each eye, with total binocular vision corrected to 20/20.
- . For color perception, the Ishahara test will be used. Perception is deemed acceptable if the applicant correctly reads 10 or more of the first 15 Ishahara plates.
- . In addition to the above tests, the examining physician will examine the eyes to make sure they are free from disease or possible condition that might lead to rapid deterioration of eyesight. A chronic eye condition, e.g., glaucoma, cataract, or chronic inflammation will disqualify the applicant.

3.2.4.5.3 Hearing.

The applicant's hearing shall be tested by audiometer between 500 and 6,000 cycles per second, using only the range 500, 1,000 and 2,000 for purposes of qualification and, using the ASA standard, permitting less than 15 decibel loss as an average for the three frequencies. An average decibel loss of 15 dB or greater in either ear is disqualifying. The use of a hearing aid shall disqualify the applicant.

3.2.4.5.4 Musculo-Skeletal System.Extremities.

There shall be no afflictions, impairments, disabilities or absences of the arms, legs, hands and feet which will interfere with the proper performance of police duties. All extremities must be free from afflictions of joints, strains, stiffness, swelling or other abnormal conditions. Acquired third degree flat feet,

(as opposed to congenital flat feet) in-growing toe nails, hammer toes, claw toes, and absence of toes should, if the examining physician considers them disabling or likely to be disabling in the future, disqualify the applicant. The applicant will be disqualified if there is an impairment of more than one finger on either hand.

Back, Joints and Muscles.

Disease or injury of back, joints or muscles, as revealed by examination or X-ray; history of arthritis, bursitis, myositis, osteomyelitis, tendonitis, repeated dislocation of a joint, etc.; are sufficient cause for disqualification, as are the following conditions:

- Congenital malformation or function; weakness or lameness of back or joint.
- Significant abnormality of the spine.
- Orthopedic brace. A history of operation on bone, joint or spine, e.g., cartilage injury of the knee, may disqualify the applicant if the condition is unsatisfactory to the examining physician.

3.2.4.5.5 Nose, Mouth and Teeth.

Any significant defects of the nose, mouth or teeth which would interfere with the proper performance of police duties shall disqualify the applicant.

Seriously deviated nasal septum or any other significant obstruction to free breathing shall cause rejection. The mouth shall be free from any deformities or conditions that interfere with distinct speech or predispose to disease of the ear, nose or throat. Enlarged tonsils or adenoids or primary sinusitis may be listed as temporary disqualification and the applicant not accepted until the condition is remedied.

Teeth shall be well cared for and free from multiple cavities. Properly fitting partial or full dentures are permitted. Pyorrhea, gingivitis or any immediable disease of the gums or jaw of such nature as to interfere seriously with the proper performance of police duties shall disqualify the applicant.

3.2.4.5.6 Varicosity.

Since applicants for police positions are from a relatively young age group, any symptoms of a substantial problem with varicose veins should be considered as sufficient reason for disqualification.

3.2.4.5.7 Hernia.

The examining physician should be aware that the nature of police work is such that police officers are particularly susceptible to hernias. Therefore, any degree of tendency toward a weakness or susceptibility to this condition should be the subject of a careful and thorough examination.

Single, double or incipient hernia should cause the immediate rejection of any candidate. Hernia conditions corrected or controlled by truss are not acceptable. Hydrocele or varicocele, if large or tending to become large, such disqualify the applicant.

3.2.4.5.8 Respiration and Circulation.

Respiration must be full, easy and regular. Respiratory sounds must be clear and distinct over both lungs and no disease of the respiratory organs should be present. Examination of the respiratory system, lungs and chest wall shall include an X-ray test of the applicant. The action of the heart shall be uniform, free, and steady; its rhythm regular and the heart free from organic changes. There should be no thrills or indications of heart murmur. Acceptable blood pressure readings taken at rest are:

systolic not higher than 140, not lower than 90 (mm of Hg); diastolic maximum 90 (mm of Hg). Where an initial reading does not come within the above-noted limits, it is permissible for the examiner to repeat the procedure after allowing the applicant a period of relaxation and quiet. If readings are abnormal, two readings on each arm may be taken. Any applicant who takes medication for the control of blood pressure shall be disqualified.

3.2.4.5.9 Rectum.

The rectum shall be free from any disabling condition including hemorrhoids, fistulas or cysts judged by the examining physician to be in need of medical attention.

3.2.4.5.10 Coordination.

The ability to integrate all parts of the body toward a single end is an important factor in physical fitness. In the well-coordinated individual superfluous movements are eliminated, thus increasing precision and endurance. If, in the opinion of the medical examiner, the candidate obviously lacks coordination, this is to be considered sufficient grounds for disqualification.

3.2.4.5.11 Gynecology.

A bi-manual gynecological examination for female applicants shall be conducted to ascertain intactness of internal organs and the absence of cervical, uterine and ovarian pathology.

3.2.4.5.12 General Appearance.

Virtually all of a police officer's duties involve contact with the general public. It is therefore desirable that applicants be free from any marked deformity, any parasitic or systemic skin disease, or other defects which, although not disabling, would nevertheless cause public reaction against the employee and thereby reduce his effectiveness. The body should be well proportioned, physically developed and indicate general wholesome cleanliness. Obesity, scrawniness, or pronounced spinal curvature shall disqualify the applicant.

3.2.4.5.13 Other Defects.

In addition to the foregoing criteria, the examining physician should state if the applicant has any other defects which would seriously impair his efficiency as a police officer.

3.2.4.5.14 Corrective Action.

If any existing disqualifying condition can be corrected by appropriate medical attention, including surgery, the applicant will be so notified and retained on the eligible list if he indicates his willingness to have the situation corrected. Such applicants shall be passed over in the normal selection process until the condition is corrected and certified as having been corrected by the examining physician. Such correctable conditions may include, but are not necessarily limited to:

- . Failure to meet weight requirements as set forth in Exhibit 3-A following this chapter.
- . Failure to meet visual acuity requirements as set forth in Section 3.2.4.5.2 due to a lack of corrective lenses.
- . Failure to meet dental requirements as set forth in Section 3.2.4.5.5.
- . Hernia condition correctable by surgical treatment.
- . Rectal condition correctable by medical attention or surgery.

3.2.4.6 Clinical Tests.

In addition to the physical standards set forth in Section 3.2.4.5, the following clinical tests shall be given to each applicant to provide further evidence of fitness for active police duty.

3.2.4.6.1 Urinalysis.

Applicant will be disqualified upon evidence of albuminuria, glycosuria or urinary tract infection. Glycosuria may be proven benign by subsequent blood tests, in which case that urine test result will be overlooked.

3.2.4.6.2 Serologic Test.

Applicant will be disqualified upon clinical proof of active venereal infection as determined by acceptable tests including the VDRL Slide Test or the Treponemal Tests, namely, RCPF, TPI, and FTA (ABS). This condition may be considered as a remediable defect, in the same manner as those listed in Section 3.2.4.5.14, which will permit the applicant to be considered for appointment at a later date upon submission of valid certification that the condition has been corrected.

3.2.4.6.3 Chest X-Ray.

Required for examination of respiratory system as set forth in Section 3.2.4.5.8.

3.2.4.6.4 Electrocardiogram.

An electrocardiograph examination is required to eliminate applicants with cardiac problems, and to provide a baseline examination for later comparison with regular periodic evaluations. Examination should include an exercise or stress EKG.

3.2.4.7 Physical Performance Test.

After the applicant has completed the physical examination and clinical tests described in Sections 3.2.4.5 and 3.2.4.6, he shall undergo physical performance testing designed to determine his fitness to perform the strenuous physical activities often required of police officers. Each event will be administered on a pass/fail basis and does not attempt to measure the applicant's maximum effort, but only requires that he demonstrate ability to perform at a given level. The applicant must pass all events, and failure in any one test constitutes failure of the entire physical performance test.

Applicants will wear suitable athletic clothing, including athletic supporters, while undergoing physical performance testing.

3.2.4.7.1 Six Foot Surmount.

The applicant will surmount a six-foot-high barrier in any manner possible without the aid of any equipment or other personnel.

Test Equipment.

Stop watch, six-foot-high barrier.

Time Limit - 10 seconds.

The applicant may make as many attempts as needed within the time limit. Any applicant not surmounting the barrier within 10 seconds fails the event and the entire test.

3.2.4.7.2 Body Drag.

The applicant will drag a 200-pound person 50 feet on a level grass surface in any reasonable manner.

Test Equipment.

A 200-pound person, 50-foot level grass surface, stop watch.

Time Limit - 15 Seconds.

Any applicant not able to drag the 200-pound person 50 feet within 15 seconds fails the event and the entire test.

3.2.4.7.3 Quarter-Mile Run and Radio Broadcast.

The applicant will run a level quarter-mile course laid out on an asphalt or concrete surface, then immediately read a complete description of a wanted person in an intelligible manner.

Test Equipment.

Level quarter-mile running surface, stop watch, card containing description of wanted person.

Time Limit - 80 Seconds (Run Only).

Any applicant not completing the quarter-mile run within 80 seconds fails the event and the entire test.

3.2.4.7.4 Stretcher Carry.

Two applicants will carry a stretcher loaded with 200 pounds of weight simulating an injured person 100 feet.

Test Equipment.

Stretcher, 200-pound weight equally distributed thereon, level 100-foot course.

Time Limit - None.

No time limit is set to prevent applicants from running with the stretcher, however, applicants must complete the course in one continuous movement (no stopping). An applicant who stops and/or releases his end of the stretcher fails the event and the entire test.

3.2.4.8 Polygraph Examination.

Each applicant will undergo a polygraph examination to determine the truthfulness of the information given on his Personal History Statement and to detect any physical, mental or moral disabilities which would impair his performance and effectiveness as a police officer, including but not specifically limited to the following information.

- . Illegal use and/or sale of narcotics and dangerous drugs.
- . Thefts or merchandise and/or money from former employers within the last five years.

- . Commission of serious undetected crimes.
- . Unreported arrests.
- . Involvement in homosexual activities since age 18.
- . Unreported physical and/or mental health problems.
- . Membership in subversive, radical and/or revolutionary organizations.
- . Ulterior motives for applying for a law enforcement position.

No applicant will be disqualified solely on the basis of unexplained polygraph reactions, however, any unexplained or questionable areas will be the target of a specific investigation by the assigned background investigator.

3.2.4.9 Background Information

Each applicant will be the subject of a comprehensive background investigation conducted by an experienced investigator assigned by the Chief of Police. The investigator assigned will use the applicant's completed Personal History Statement and results of the polygraph examination as aids in investigating all areas of the applicant's background and character. In addition to the references listed on the applicant's Personal History Statement, the technique of "developed references" will be used to provide additional background information. In the event that an applicant is from outside the State of Maryland, the Chief of Police will request the local law enforcement agency to conduct a background investigation and furnish a written report of their findings.

3.2.4.10 Oral Interviews.

Each applicant will appear before an Applicant Interview Board convened by the Chief of Police.

3.2.4.10.1 Board Members.

The Applicant Interview Board shall consist of a minimum of three members representing various segments of the airport community. The Board may include:

- . Two ranking police officers (Lieutenant or above), one of whom shall serve as Chairman.
- . A staff member of the State Aviation Administration, selected by the Director of Operators.

3.2.4.10.2 Guidelines for Interviews.

It is recommended that the Board Chairman, following the introduction, lead the line of questioning. The two remaining Board Members should compliment the Board Chairman by interjecting pertinent and timely questions. Generally, questions interjected should be related to the area being pursued by the Board Chairman. The "rapid fire" method of questioning, when the applicant becomes confused and/or is not permitted ample time to reply, should not be used. Great care should be taken to detect any discrepancies between oral responses and information contained in the applicant's Personal History Statement, polygraph examination, background investigation, etc.

The following guidelines are designed to insure an orderly and comprehensive interview, and are not intended to limit the scope or direction of individual questions.

- . Introduction of applicant to the Board.
- . Discussion of why applicant desires a career in law enforcement and why he has chosen the State Aviation Administration Police Department.
 - Is he truly interested in law enforcement?
 - Is he shopping around for just any job (previous job failure, gaps in employment)?
 - Is he interested in airport police work because of psychological considerations?

- .. Is he trying to prove something because of an inferiority complex or weakness?
- .. Does he demonstrate an authoritarian complex; a desire to boss people?
- . Discussion of marital status.
 - If the applicant is married:
 - .. How does his spouse feel about his joining the Police Department?
 - .. How will the hours and shift work affect his family (Discuss the ages of his children and their development)?
 - .. Is he presently having any marital problems (extra-marital activities)?
 - If the applicant is divorced or separated:
 - .. Is there presently hostility between he and his spouse?
 - .. What were the grounds for the separation of divorce?
 - .. Is he paying alimony, child support, etc?
 - .. Is there prospect of marriage for either he or his ex-wife?
 - If the applicant is single:
 - .. Is he engaged or going steady with anyone?
 - .. Has he plans for future marriage? If so, how does she feel about his prospective job with the Police Department?

- . Discussion of past employment if there is evidence of inconsistency or lack of achievement.
 - How did he get along with former supervisors and co-workers?
 - What are his reasons for leaving past jobs?
 - If the applicant is leaving a job with more responsibility and higher pay to join the Police Department, determine why.
- . Discussion of military service.
 - What were his achievements, advancements and schooling in the service?
 - Was any disciplinary action filed against him in the service?
 - What are his feelings about the military regimentation? Applicant should be advised that the Police Department is a para-military organization and he will be subject to following orders similar to the military.
 - If he has not been in the military, why?
- . Discussion of education.
 - If he has an equivalency diploma, ascertain why he did not finish high school.
 - If he attended college, what motivated him?

- If he attended college, what was his major and can it be applied to law enforcement? If unrelated to law enforcement, why a change of heart?
- How does he expect his college background to benefit him in the Police Department?
- . Discussion of criminal and motor vehicle if necessary.
- . Discussion of interests and associates.
 - Who are his associates, where do they go on weekends and what types of activities do they participate in?
 - What do his friends think about him becoming a police officer?
 - What are his friends' occupations?
 - What are his hobbies, civic activities, etc?
- . Discussion of attitudes.
 - How does he feel about working for and with other persons of different races and religions?
 - .. Does he feel marijuana should be legalized?
 - .. If his friends were violating marijuana laws in his presence, what would he do?
 - What are his attitudes about the police enforcing motor vehicle laws and airport regulations?
 - .. Does he feel that most traffic laws and regulations are "chicken?"
 - .. Does he feel they serve a purpose? What purpose?

- To what does he attribute the present attitude of the public towards the police?
- What is his opinion of the manner in which police have responded to such current problems as traffic matters, criminality, civil disorders, etc.?

3.2.4.10.3 Completion of Interview Appraisal Form.

Each Board member will complete an Interview Appraisal as set forth in Exhibit 3-C following this chapter for each applicant interviewed. Completed forms will be submitted to the Chief of Police.

3.2.4.11 Psychological Testing.

Each applicant will take the Minnesota Multiphasic Personality Inventory (MMPI) under the supervision of a licensed practicing psychologist. The psychologist will also have access to the applicant's Personal History Statement and the results of the polygraph examination and background investigation. After reviewing the test scores and other information the psychologist will interview the applicant and may administer additional tests such as the Bender-Gestalt, Rorschach, and/or Thematic Apperception if, in his opinion, they are required. The psychologist may also schedule the applicant for an interview with another psychologist if he feels such consultation is required.

3.2.4.12 Final Selection.

An eligible applicant must successfully complete all phases of the selectin process established above; failure in any one phase will result in the disqualification of the applicant.

After reviewing the results of all tests, examinations, investigations and interviews the Chief of Police will appoint such number of qualified applicants from the list of eligible persons submitted by the Secretary of Personnel as there are vacancies in the Police Department. If the number of vacancies exceeds the number of qualified applicants, the Chief of Police will immediately request the Secretary of Personnel to schedule an examination in order to add to the number of eligible persons.

3.2.4.12.1 Veterans Preference.

Any person on the eligible list entitled to veterans preference must be selected before a non-veteran with the same or lower written examination score unless subsequent selection procedures indicate a substantial reason for the veteran's rejection. If the Chief of Police believes a substantial reason exists, he will advise the veteran by registered letter that he is not being selected and indicating that he, the eligible veteran, has two weeks to reply to the letter, at which time he will be given an appointment to discuss the reason for his rejection with the Chief of Police. Such discussion will be held with the applicant only.

If the veteran does not reply, a copy of the unanswered letter to the veteran and the return receipt, together with a memorandum stating the reason for rejection, must be submitted with the Certification of Eligibles. The Secretary of Personnel will determine whether the veteran's name may be by-passed for that selection and, further, whether it will remain on the list or be removed from the list.

If the eligible veteran responds and contests the reason offered by the Chief of Police, the Administrative Division of the Department of Personnel will afford the veteran and the Chief of Police, and/or their respective representatives, an opportunity to be heard on the issue prior to approval of any selection for the position.

3.2.5 Probation.

Probation is the administrative means by which the Chief of Police evaluates the performance of a newly-hired or newly-promoted member before granting such member the privileges and protection of permanent status.

3.2.5.1 Probationary Status.3.2.5.1.1 State Aviation Police Cadets.

State Aviation Police Cadets are considered to be undergoing continuous evaluation of their fitness for a law enforcement career for the duration of their cadetship. Therefore, they are considered to be in a probationary status until either terminated or promoted to State Aviation Police Officer I or II.

3.2.5.1.2 State Aviation Police Officer I.

A State Aviation Police Officer I shall remain in a probationary status for a minimum of one year after initial appointment and a maximum of one year after graduation from an entrance-level training program.

3.2.5.1.3 State Aviation Police Officer II.

A State Aviation Police Officer II promoted from the rank of Police Officer I shall be considered a permanent employee and not be subject to a probationary period.

A State Aviation Police Officer II promoted from the position of Police Cadet or employed directly as a result of his prior education and/or training and experience shall remain in a probationary status for a minimum of one year after initial appointment and a maximum of one year after graduation from an entrance-level training program.

3.2.5.1.4 Other Officers.

All other sworn officers, whether promoted or employed through lateral entry, shall remain in a probationary status for one year.

3.2.5.1.5 Civilian Employees.

Civilian employees shall remain in a probationary status for the period prescribed by the Secretary of Personnel. This probationary period may be extended upon the recommendation of the Chief of Police and the approval of the Secretary of Personnel.

3.2.5.2 Termination of Probationary Members.

3.2.5.2.1 Officers and Cadets.

The Chief of Police may terminate any State Aviation Police Cadet, State Aviation Police Officer I or II, or other sworn officer appointed through lateral entry, during their probationary period for any cause which he, in his sole discretion, deems sufficient.

Any probationary member terminated by the Chief of Police has the right to appeal such termination through established grievance procedures as prescribed by the Secretary of Personnel and set forth in Section 3.2.9. The Chief of Police shall notify any probationary member being terminated of this right to appeal which must be exercised within 30 days of termination.

3.2.5.2.2 Civilian Employees.

The Chief of Police may, at any time before expiration of their probationary period, terminate any person appointed to a civilian position in the Police Department by furnishing the Secretary of Personnel with a written statement of the reason for his action. The Chief of Police shall not have the power to remove a probationary employee who has been appointed by promotion from another class without the consent of the Secretary of Personnel. Any employee so rejected shall be considered permanently barred from such position, but his name may be kept on the eligible list from which he was appointed for future certification for another position in the class to which the list applies.

3.2.5.3 Reduction in Rank.

The Chief of Police may return a probationary officer to his previous rank for any cause which he, in his sole discretion, deems sufficient.

The Chief of Police may return any Police Agent to his previous rank at any time when he, in his sole discretion, deems that the Police Agent has not maintained proficiency and/or continued superior performance in his specialized field.

3.2.5.4 Reclassification.

Any member promoted through reclassification of his existing job or position where such promotion involves no substantial change in his actual duties or responsibilities shall not be required to serve an additional probationary period.

3.2.6 Performance Evaluation.

The purpose of performance evaluation is to improve employee performance. In addition, most supervisors realize that one of the major sources of job satisfaction for an employee is for him to know the work he does is considered worthwhile and essential, to know his efforts to do the job are appreciated and accepted as an important part of the progress of his department's work objectives, and above all to know whether or not he is performing his job correctly.

Within the Police Department, performance reports assist in:

- . Making a careful analysis of the member's work.
- . Providing a friendly and objective basis for discussion and counseling between the member and his supervisor.
- . Determining additional training needs of the member.
- . Giving recognition to the efficient member.
- . Guiding the member toward the fullest development of his capabilities.

3.2.6.1 General Instructions.

Before beginning a performance evaluation, the rater should do the following:

- . Familiarize himself with the contents of the evaluation form to be used. Analyze its general scope as well as the detailed instructions.
- . Understand thoroughly the duties and responsibilities of the particular position held by the member to be evaluated.
- . Use a process of objective reasoning, eliminating personal prejudice, bias, or favoritism. For example, don't allow personal likes or dislikes of certain mannerisms or aspects of personal appearance to interfere with the more important measures of competency and effectiveness.
- . Don't assume that excellence in one factor implies excellence in all factors. Observe and analyze the performance objectively in terms of each factor listed on the evaluation form.
- . Base your judgements on demonstrated performance, not on anticipated performance. Performance evaluations are based on what has happened, not what might develop.
- . Evaluate on the experience of the entire rating period. Do not consider only single accomplishments or failures, or the most recent performance. Important single instances of faulty or brilliant performance should not be ignored, instead they should be considered in context with the total performance for the period.
- . Consider seniority apart from performance. A member with a considerable seniority is not necessarily more effective than one recently employed. Seniority does not guarantee superiority.
- . Consider the requirements in terms of the level of the position. A new member may very well be meeting the requirements of his position more effectively than his immediate supervisor does in his position of greater responsibility.

- . Include any additional factors you consider important to the overall appraisal of the member's performance in the spaces provided on the form.

3.2.6.2 Evaluating Police Cadets.

Each Police Cadet's performance will be evaluated quarterly by his assigned watch commander using the Police Cadet Quarterly Evaluation Report, shown as Exhibit 3-D following this chapter. In evaluating the various trait areas, the watch commander will call upon the officers who have supervised the Cadet during the rating period, as well as any other personnel who have had the opportunity to observe the Cadet's performance.

The realistic evaluation of a Cadet's performance and potential is crucial to the success of the entire Cadet program. It is therefore essential that the best evaluation and interview-counseling procedures be utilized as set forth herein. Only in this manner can a realistic and constructive rapport be established between Cadets and their supervisors.

3.2.6.3 Evaluating Probationary Officers.

For all probationary officers, the rater must, when making the final probationary evaluation, recommend or not recommend the officer for permanent status.

The probationary period is the final and most important stage in the selection of quality police personnel. By the end of the probationary period, the supervisor must have complete confidence that the probationary officer being evaluated fully meets or exceeds performance standards in every important factor if he is to be recommended for permanent status.

It should be noted that a probationary officer may be terminated or demoted at any time if, in the judgement of the Chief of Police, his termination or demotion is in the best interests of the Police Department. Should the supervisor have a question in his mind as to the general fitness of the probationary officer for his new position, he should seriously consider the consequences of burdening the Police Department with an officer who may become a liability rather than an asset. He should also consider the possibility that it would be a

disservice to the probationary officer to retain him in a position for which he is not suited, and thus direct him away from seeking a more productive and rewarding type of employment.

In deciding whether a probationary officer should be recommended for permanent status, the supervisor should consider that the average police officer will receive in excess of \$400,000 in salary and benefits during his career. The supervisor should ask himself if the probationary officer being rated represents a sound, long-term investment of such magnitude.

3.2.6.4 Evaluation of Permanent Officers.

Police officers are evaluated not only with regard to their present job performance, but also as to their potential for promotion and successfully performing the duties and responsibilities of higher ranks. The evaluation of job performance and appraisal of promotional potential are separate processes, yet complimentary in nature. Satisfactory or even outstanding performance by an officer in his present rank indicates basic levels of comprehension, initiative, judgement and professional skills; but does not of itself indicate that he possesses the necessary attributes to successfully assume the duties and responsibilities that come with promotion. This is especially true of a Police Officer II who fills a non-supervisory position and is being considered for promotion to the supervisory rank of Sergeant. The rank of Sergeant requires skills and attributes not required of Police Officers II, namely leadership, organizational ability, interpersonal skills in dealing with subordinates, etc. Therefore, job performance and promotional potential are considered independently in the Police Department's evaluation program.

3.2.6.4.1 Evaluation of Personal Improvement and Development.

The Evaluation of Personal Improvement and Development, shown as Exhibit 3-E following this chapter is designed to meet the following objectives:

- . It provides a means of appraising an officer's performance in his present rank.
- . It requires at least two formal interview-counseling sessions per year at which time the officer is evaluated and given direction and advice for personal improvement and development. These counseling sessions afford the officer the opportunity to speak privately with his supervisor and vice versa.
- . The form itself is designed to be used for six evaluations. This permits the supervisor to review, at a glance, an officer's performance over a three-year period.

The performance of a police officer will be evaluated on the six-month anniversary of his appointment or promotion to his present rank. For example, a Police Officer II promoted to that rank in December will be evaluated each June and December. In each case the rater will be the officer's immediate supervisor; Sergeants will evaluate Officers and Agents, Lieutenants will evaluate Sergeants, Captains will evaluate Lieutenants and Chief of Police will evaluate Captains. In certain cases, the officer's immediate supervisor may be higher than the next rank; in such instances the officer will be evaluated by whomever he reports to, regardless of rank.

An officer's performance will be evaluated only for the six months since his last evaluation. His performance will be measured against the acceptable standards of performance for his rank, and not against the performance of his contemporaries.

3.2.6.4.2 The Interview-Counseling Session.

Upon completion of the evaluation form, the supervisor must hold an interview-counseling session with the officer. This session is required to show the officer his evaluation form, inform him of his strengths, weaknesses and deficiencies, and counsel him as to how he may improve his performance. The session should be planned in advance and the officer notified in advance of the date and time.

An essential element of the interview-counseling session is privacy. The fact that it is a formal session, however, does not mandate an atmosphere of strict formality. Various techniques may be utilized ranging from the "supervisor to subordinate" to the "man to man" approach; selecting the best technique for each individual is vital to the success of the session. Regardless of the technique chosen, the following elements are common to all interview-counseling sessions.

. Accuracy.

Any criticism of an officer's performance must be based on facts, with maximum documentation of failure to meet acceptable standards. The officer may enter the session with a different viewpoint of these facts, but there should be no doubt at the conclusion that the rater is fully knowledgeable of the facts. If the rater's criticism is based on a misunderstanding or misinterpretation of the facts, then the session will accomplish nothing. The rater must remain flexible enough to revise his appraisal in the face of an overriding rebuttal by the officer.

. Firmness.

The session should be conducted in a friendly atmosphere, even when the rater may be dealing with facts that are in themselves unpleasant. Honesty in criticizing or praising the officer's performance is essential. The officer must be made aware of the purpose of constructive criticism.

. Clarity of Standards.

The officer must be made aware of the standards by which his performance is judged. He should be acquainted with the various categories on the evaluation form and what is expected of him in each individual area. The rater will review each category and show the officer how he can improve, if necessary.

The counseling of all officers, whether they are effective or ineffective, is essential to their continued development, and is a never-ending process. The timely, informal counseling session when a problem first becomes evident is critical to its solution. A meeting of the minds should never be postponed as long as privacy and an acceptable atmosphere exist. The supervisor who uses the "good guy" approach will, in the end, come up short in the eyes of his subordinates; the straightforward, but tactful, approach by a supervisor who, based on facts, is not afraid to call "a spade a spade" will win more respect, particularly if he suggests methods of improvement.

3.2.6.4.3 Post Interview Procedures

At the conclusion of the interview-counseling session, the officer will be asked to respond to and acknowledge the evaluation by completing the "Response and Acknowledgement of Officer" section on the last page. The officer should feel free to comment candidly on any phase of his performance, particularly that affects his future. The completed evaluation form is then forwarded through the chain of command to the Chief of Police who will review the evaluation. The Chief of Police may hold an additional interview with the principles if he deems it necessary, particularly when the officer's progress has stalled short of anticipated performance levels or when the rater and his subordinate are at irreconcilable odds.

3.2.6.4.4 Promotional Potential Appraisal.

The Promotional Potential Appraisal, as shown as Exhibit 3-F following this chapter, is designed to meet the following objectives:

- . It provides a means of appraising an officer's promotional potential independently of job performance.
- . It requires an interview-counseling session at which time the officer is appraised of his promotional potential, and given direction and advice for its improvement.

A police officer's promotional potential will be appraised whenever, insofar as length of service is concerned, he is a candidate for promotion to the next highest rank. Appraisals will be prepared by the candidate's immediate supervisors; all candidates will be appraised by at least two and not more than three supervisors for whom the candidate has worked during the past year. When a candidate has had only one direct supervisor, other supervisors or commanding officers who have provided indirect supervision will be assigned as appraisers. An officer's promotional potential will be appraised on the basis of his apparent ability to perform the duties of the rank for which he is eligible, and not his ability as compared with other candidates. The officer's abilities and limitations including performance in his present assignment (review Evaluation of Personal Improvement and Development), experience, training, personality, attendance, commendations and disciplinary actions. In no instance will seniority be taken into consideration when appraising promotional potential.

3.2.6.4.5 The Interview-Counseling Session.

The interview-counseling session should be conducted in the same manner as the session described in Section 3.2.6.4.2.

3.2.6.5 Evaluation of Civilian Employees.

Civilian employees are evaluated annually in the same manner as other classified employees under the Merit System.

3.2.6.6 Records.

All evaluations and appraisals shall be made part of the individual member's personnel file.

3.2.7 Promotions.

All promotions of cadets and officers shall be made by the Chief of Police as set forth herein. Promotions of civilian employees shall be made in accordance with the provisions of the Merit System.

3.2.7.1 Eligibility for Promotion.

No officer shall be appointed or promoted to any rank unless he meets the education, training and experience requirements set forth in Section 3.2.2. Promotion to all ranks shall be made from among those persons appearing in any position on a list of eligible candidates prepared by the Secretary of Personnel.

3.2.7.2 Application.

Eligible officers desiring to compete in promotional examinations must file a State Employment Application Form (MS #100) with the Secretary of Personnel, designating the rank as "Position Applied For".

3.2.7.3 Written Examinations.

The Secretary of Personnel notifies all applicants of the dates of written examinations, conducts such examinations, prepares a list of eligible candidates and submits such list to the Chief of Police.

The source documents for promotional questions will be identified to all officers who wish to take advantage of promotional opportunities.

Written examinations are not required for promotion to the rank of Police Officer II from Police Cadet or Police Officer I, or for promotion to the rank of Police Agent.

3.2.7.4 Promotion Board.

Upon receiving a list of eligible candidates from the Secretary of Personnel, the Chief of Police shall convene a Promotion Board to examine such applicants. The Promotion Board will consist of a minimum of three law enforcement officers of at least one rank above the rank to be selected (i.e., officers serving on a Promotion

Board for the rank of Lieutenant shall be Captains or above) from surrounding jurisdictions, with one designated as Board Chairman. Instead of interviewing each candidate individually at first, the Promotion Board should interview all candidates in groups of not more than six at a time in the following manner:

- . The candidates should be seated around a table (preferably a round table to deny any one candidate a position of dominance), and advised that they are to answer the questions printed on a sheet of paper face down in front of them in any order and any way they see fit during the next 1½ hours. They are also advised that the members of the Promotion Board will ask them no questions during the discussion, but will be moving about the room observing all candidates.
- . Questions should relate to the opinions various candidates may have and allow for a broad range of discussion. They might include:
 - Discuss the past ten years of Supreme Court decisions as they have affected law enforcement.
 - What is your concept of the airport police role in public relations?
 - What are the most serious deficiencies in current police training programs?
 - Assuming you are promoted, define your responsibilities as a supervisor to your subordinates, your superiors, and the airport community.

It is readily apparent that the possibilities for meaningful questions are endless. Normally, about six questions should be covered during the 1½ hour period.

. It will become immediately evident that an obvious leader will emerge from the group and begin the discussion. Leadership will usually change with subject matter, each candidate feeling more comfortable discussing his own special interests. By the end of the discussion period, it will be obvious which candidate generally provided the leadership to the group, which ones generally had something to say, and which ones were just making noise to impress the Promotion Board.

- . The purpose of the Board Members moving around is to allow them to observe candidates from different positions. They should all take notes during the discussion, and at the end of the allotted time ask the candidates to leave the room while a critique is made.

- . Finally, each candidate is called back before the Promotion Board on an individual basis. He should be asked to explain some of the answers he gave to group questions, and also to elaborate upon his own background, personal traits, interests and other areas not covered in the group discussion.

At the conclusion of all group and individual interviews, the Promotion Board shall submit its recommendations to the Chief of Police, assigning each candidate a numerical score based only on his performance during the group and individual interviews.

3.2.7.5 Final Selection.

After reviewing the results of written examinations, oral interviews and Promotional Potential Appraisal forms, the Chief of Police shall promote such number of eligible candidates as there are vacancies in the rank for which the list was submitted by the Secretary of Personnel. When selecting officers for promotion, the

Chief of Police will give consideration to the following factors for the percentage weights indicated:

Written Examination	30%
Oral Interview	30%
Promotional Appraisal	30%
Seniority:	
Time in Grade	5%
Time in Service	5%
Total	100%

While primary consideration will be given to the above percentage factors, other factors such as professional knowledge, ability and formal education will be properly evaluated before selections are made.

3.2.8 Recognition of Achievement.

Outstanding performance of duty or professional achievement will be promptly recognized and officially recorded as set forth in this regulation. Superior officers will be held responsible to promptly initiate proceedings toward ultimate recognition of outstanding performance and achievement. It is also the duty of all members to report such instances, which will promptly be forwarded to the Chief of Police with concurring or dissenting recommendations at each level of the chain of command.

3.2.8.1 Types of Awards.

3.2.8.1.1 Administrator's Award of Achievement.

The Administrator's Award of Achievement will be presented by the State Aviation Administrator upon appropriate recommendation for a specific act involving personal risk or exceptional judgement. In cases involving personal risk, such risk must have been taken in a purposeful and not foolhardy manner, in order to prevent loss of life or other tragedy. In cases involving exceptional judgement or initiative, such act must be clearly outstanding and one that, had it not been exercised, undesirable consequences would have followed.



The Administrator's Award of Achievement shall consist of a small gold bar pin divided into three equal segments of blue, white and blue enamel separated by narrow bands of red enamel. A small gold star will indicate each additional award. A special certificate will accompany the award.

3.2.8.1.2 Meritorious Police Service Award.

The Meritorious Police Service Award will be presented by the Director of Operations upon recommendation of the Chief of Police for outstanding performance of duty in a specific incident which clearly surpasses normal job requirements. Such performance of duty may include taking effective police action in an emergency situation, rendering immediate first aid to an injured or ill person, thereby saving life or limb, or performing a specific assignment in a truly outstanding manner.



The Meritorious Police Service Award shall consist of a small gold bar pin divided into two equal segments of blue and gold enamel. A small gold star will indicate each additional award. A special certificate will accompany the award.

3.2.8.1.3 Police Courtesy Award.

The Police Courtesy Award will be presented by the Chief of Police for a specific act of courtesy or service to the public as commended to the State Aviation Administration by letter or other means. Such action must be beyond routine assistance and exemplify the State Aviation Administration's policy of service to the traveling public.



The Police Courtesy Award shall consist of a small gold bar pin with the words "Courtesy Award" engraved thereon in black enamel. Additional awards will be indicated by engraving "2nd", "3rd", etc. in the space below the bar. The original letter or other report of the member's courteous act will accompany the award.

3.2.9.1.4 Personnel Memorandum.

The Personnel Memorandum will be used to recognize excellent performance of duty or professional achievement not sufficiently meritorious to warrant one of the above awards (see Section 3.2.13.4)

3.2.8.1.5 Certificate of Appreciation.

The Certificate of Appreciation will be awarded in instances where a citizen voluntarily provides meritorious and exemplary assistance to a member of the Police Department or to another citizen in a matter in which the Police Department becomes involved.

3.2.8.1.6 Certificate of Recognition.

The Certificate of Recognition will be awarded in instances where other law enforcement agencies or individual law enforcement officers have provided meritorious and exemplary assistance to the Police Department or its members.

3.2.8.2 Recommendations.

All letters, memoranda or recommendations from any source pertaining to the efficient or outstanding performance, either operational or administrative, of an individual member or unit of the Police Department, or the meritorious and exemplary assistance of any civilian or other law enforcement agency or individual officer, shall be referred promptly to the Chief of Police, together with a report containing the following information:

A complete and detailed description of the incident and action taken by the member or other person specifying:

- Was the action initiated by the member or result from assignment or command?

- Was action taken a matter of routine or beyond recognized limits of duty?

- Duty status of member at time of incident or action.

Did the member risk his life in the performance of this action?

- Nature and degree of risk will be defined.

- If possible, statements of witnesses and other supporting evidence should be presented.

Did the member's action contribute to the saving of a life?

- If possible, statements of witnesses and other supporting evidence should be presented.

- The expert opinion of an attending physician should be solicited to obtain a positive statement that the action taken did, in fact, save a life.

Whenever a number of statements and/or observations are obtained from witnesses or interested parties, a consensus of their statements will be documented for extent of unanimity.

A copy of the Case Report and/or other reports pertaining to the incident.

A recommendation for the presentation of a specific award.

3.2.8.3 Awards Board.

The Chief of Police shall appoint an Awards Board composed of a Lieutenant or above as Chairman, and one Lieutenant and one Sergeant, Board Members. They will be selected and rotated annually. All recommendations for awards received by the Chief of Police will be forwarded to the Awards Board, which will:

- . Meet periodically at the discretion of the Chairman or when directed by the Chief of Police.
- . Maintain minutes.
- . Summon, if it seems advisable, interested persons.
- . Report confidentially its findings and recommendations to the Chief of Police. Such findings will include minority reports when action is not unanimous.
- . Prepare for the signature of the Chief of Police all papers pertaining to the action recommended.

3.2.8.4 Procedures.

Upon receiving the recommendation of the Awards Board, the Chief of Police will take one of the following steps as appropriate:

- . Notify the individual member or unit via the chain of command that the recommendation has been received, considered and disapproved as not meeting the specific criteria for an award.
- . Award the Police Courtesy Award, Certificate of Appreciation or Certificate of Recognition as appropriate.

- . Enter a Personnel Memorandum in the member's personnel file.
- . Recommend to the Director of Operations that the Meritorious Police Service Award be presented.
- . Recommend to the State Aviation Administrator via the Director of Operations that the Administrator's Award of Achievement be presented.

In taking one of the above steps, the Chief of Police is not bound by the recommendation for the presentation of a specific award made by the Awards Board.

3.2.8.5 Presentations.

All awards shall be presented by the person authorized to make the award (State Aviation Administrator, Director of Operations or Chief of Police). The Administrator's Award of Achievement, Meritorious Police Service Award and awards to civilians and other law enforcement officers and agencies shall be presented at special ceremonies. All other awards will be presented at regular roll call.

3.2.8.6 Records.

All awards shall be made part of the individual member's personnel file by inserting a copy of the approved recommendation therein. Police Courtesy Awards will be recorded by inserting a copy of the letter or other report of the member's courteous act with the notation "Police Courtesy Award presented" and the date in the member's personnel file.

3.2.9. Grievance Procedures.

In order that public employee relations be improved, the following grievance procedures have been established by the Secretary of Personnel, and apply equally to all officers, cadets and civilian employees of the Police Department. Each member shall receive a copy of this procedure upon employment, and it shall be posted in headquarters accompanied by notification of the location of the Merit System Law, Merit System Rules and agency personnel regulations and policies.

3.2.9.1 Definition of Grievance.

A grievance shall be defined as any cause of complaint arising between an employee and his employer, or their representatives, over the interpretation of personnel rules, regulations or policies over which management has control. However, any decision regarding police promotions shall not be a proper subject matter for a grievance on behalf of a police officer unless such officer alleges prejudice or discrimination.

3.2.9.2 Method of Initiating Grievance.

3.2.9.2.1 Practice.

A grievance may start with a complaint or request by an employee--permanent or temporary. Days refer to working days. Similar grievances may be consolidated and processed together as a single issue. By mutual agreement, any step or steps may be by-passed.

3.2.9.2.2 Representation.

Any employee may be represented by an attorney or any other responsible individual of his choosing.

3.2.9.2.3 Record.

A record of each grievance and its disposition shall be appropriately filed and available to any employee or his representative in the Office of the Secretary of Personnel.

3.2.9.2.4 Initiation.

Grievances must be initiated within 30 days of the action involved, or after 30 days of the employee having reasonable knowledge of the act. Appeals shall be timed from receipt of the written opinion of management.

3.2.9.3 Order of Procedure.

Step 1: Informal discussion between employee and his immediate supervisor. If the grievance is unresolved after five days, the employee may proceed to the next step.

Step 2: The grievance appeal shall be presented in writing to the watch commander or other commanding officer who shall schedule a conference with the aggrieved, or his representative, within five days after the receipt of the written grievance. The watch commander shall, within five days after the conclusion of the conference, render his decision in writing to the aggrieved. In the event the aggrieved is not satisfied with the decision, he may appeal in writing to the next step within ten days.

Step 3: The grievance appeal shall be presented in writing to the division commander who shall process the appeal from the next lower level. Within five days after receipt of the written grievance the division commander shall schedule a conference with the aggrieved or his representative, and shall render a written decision within ten days after the conclusion of the conference. In the event the aggrieved is not satisfied with the decision, he may appeal in writing to the next step within ten days.

Step 4: The grievance appeal shall be presented in writing to the Chairman of the Trial Board (see Section 3.2.10.4) who shall process the appeal from the next lower level. Within ten days after the receipt of the written grievance appeal, the Chairman shall schedule a hearing with the aggrieved, or his representative, and shall render a written decision, subject to the approval, disapproval or modification by the Chief of Police within fifteen days after the conclusion of the hearing to the aggrieved.

Step 5: If the dispute is still unresolved, the grieving employee may appeal to the Secretary of Personnel if the Secretary agrees. The appeal must be received within fifteen days after receipt of the written decision at Step 4. The Secretary of Personnel will then render an advisory opinion to the Chief of Police; the final decision will remain with the Chief of Police and shall be binding on all parties.

3.2.10 Disciplinary Procedures.

The accurate and unbiased investigation of complaints or allegations against members of the Police Department is one of the basic requirements of good law enforcement and effective public relations. Because the majority of all members' duties involve the regulation and control of public conduct, it is expected that complaints will regularly be received from those persons who feel that they have been subjected to unfair, unwarranted and occasionally criminal police actions. Regardless of the source, nature and apparent validity, each complaint must be thoroughly investigated and the complainant made aware of both the investigative process and the action taken, if any.

3.2.10.1 Investigation of Complaints.

Every complaint or allegation of misconduct against a member must be thoroughly investigated and the results of the investigation reduced to a written report.

3.2.10.1.1 Receipt of Complaint or Allegation.

. Oral.

Any member receiving an oral complaint or allegation against a member in person, by telephone or other means will immediately complete a Case Report and submit such report through the chain of command to the Chief of Police.

. Written.

Any member receiving a complaint or allegation against an officer in writing will immediately submit such complaint or allegation through the chain of command to the Chief of Police.

. Personal Knowledge.

Any member having personal knowledge regarding the misconduct of another member will immediately submit such information in writing through the chain of command to the Chief of Police together with any corroborating facts, evidence, etc.

- In the event that a member has personal knowledge concerning the misconduct of his supervisor or commanding officer, he shall submit such information directly to the Chief of Police.
- In the event that a member has personal knowledge concerning the misconduct of the Chief of Police, he shall submit such information directly to the Director of Operations.

Any member having personal knowledge regarding the misconduct of another member who fails to report such information as set forth herein is guilty of conduct prejudicial to good order and discipline and subject to disciplinary action.

Allegations of misconduct made by any member against another member in any manner or form other than set forth herein constitute conduct prejudicial to good order and discipline and are subject to disciplinary action.

Any member who knowingly makes any false, inaccurate or misleading allegation of misconduct against another member is guilty of conduct prejudicial to good order and discipline and subject to disciplinary action.

3.2.10.1.2 Investigation.

Upon receipt of a complaint or allegation against a member, the Chief of Police will refer such complaint or allegation to the Internal Affairs Unit for immediate investigation unless he deems it trivial, chronic or invalid. However, no complaint against an officer alleging brutality in the execution of his duties shall be investigated unless the complaint be duly sworn before an official authorized to administer oaths.

The Internal Affairs Unit will conduct a thorough and complete investigation of the complaint or allegation and submit an investigative report to the Chief of Police including the following information.

- . A summary of the complaint or alleged act of misconduct.
- . A description of the incident, physical evidence (if any) and other evidence important to the case.
- . Statements of the complainant and all available witnesses (written statements need not be taken unless required).

- . The observations and conclusions of the investigating officer.

3.2.10.1.3 Investigation and Interrogation of a Police Officer.

Whenever a police officer is under investigation or subject to interrogation for any reason which could lead to disciplinary action, demotion or dismissal, the investigation or interrogation shall be conducted under the following conditions as set forth in Section 728 of Article 27--Crimes and Punishments, of the Annotated Code of Maryland.

- . The interrogation shall be conducted at a reasonable hour, preferably at a time when the officer is on duty, unless the seriousness of the investigation is of such a degree that an immediate interrogation is required.
- . The interrogation shall take place at headquarters unless otherwise waived by the officer.
- . The officer under interrogation shall be informed of the name, rank and command of the officer in charge of the investigation, the interrogating officer, and all persons present during the interrogation. All questions directed to the officer under interrogation shall be asked by and through one interrogator.
- . The officer under investigation shall be informed in writing of the nature of the investigation prior to any interrogation, and of the names of all witnesses.
- . Interrogation sessions shall be for reasonable periods and shall be timed to allow for such personal necessities and rest periods as are reasonably necessary.
- . The officer under interrogation shall not be threatened with transfer, dismissal or disciplinary action.

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- . A complete record, either written, taped or transcribed, shall be kept of the complete interrogation of an officer, including all recess periods. A copy of the record shall be available to the officer or his counsel upon request.

- . If the officer under interrogation is under arrest, or is likely to be placed under arrest as a result of the interrogation, he shall be completely informed of all his rights prior to the commencement of the interrogation.

- . At the request of any officer under interrogation, he shall have the right to be represented by counsel or any other responsible representative of his choice who shall be present at all times during the interrogation, unless waived by the officer. The interrogation shall be suspended for a reasonable time until representation can be obtained.

3.2.10.1.4. Findings.

One of the recommendations listed below will be included in the report of the investigation.

- . Unfounded.

Investigation indicates that the act or acts complained of did not occur or failed to involve police personnel.

- . Not Involved.

Investigation establishes that the act or acts complained of did occur, but the member was not involved.

- . Exonerated.

Investigation establishes that the act or acts complained of did occur, but were justified, lawful and proper.

- . Not Sustained.

Investigation failed to discover sufficient facts and evidence to clearly prove or disprove the complaint or allegation.

- . Sustained.

Investigation disclosed sufficient facts and evidence to clearly substantiate the complaint or allegation.

3.2.10.1.5 Disposition

The Chief of Police will make the following disposition of all complaints.

- . Notify the complainant of the findings and any action taken as a result thereof.
- . In the event that the complaint or allegation is sustained, take appropriate disciplinary action as set forth in Section 3.2.10.2.

3.2.10.2 Administration of Discipline.

The Chief of Police is responsible for the administration of discipline within the Police Department. With the exception of oral reprimands and emergency suspensions, all disciplinary action must be carried out or approved by the Chief of Police.

Any member who violates his oath and trust by committing an offense punishable under the laws or statutes of the United States, the State of Maryland, or local ordinances; or who violates any provision of the rules and regulations of the State Aviation Administration or any orders or instructions of the Police Department; or who disobeys any lawful order or instruction of a supervisor or commanding officer; or who is guilty of conduct unbecoming an officer; or who is incompetent to

perform his duties; is subject to appropriate disciplinary action.

3.2.10.3 Penalties.

The following penalties may be assessed against any member as disciplinary action.

3.2.10.3.1 Docking of Pay.

Any supervisor or commanding officer may send a member home to correct unsatisfactory personal appearance (improper uniform or equipment, worn or frayed uniform, unserviceable equipment, unshaven, dirty shirt, wrinkled uniform, etc.) and dock him for the time elapsed until he returns to duty. Any article of uniform clothing or equipment found to be unserviceable will not be worn again, and will be replaced by the member in accordance with Section 3.4.1.2.3.

3.2.10.3.2 Oral Reprimand.

Any supervisor or commanding officer may orally reprimand a subordinate. Such reprimand should be given in private, and may or may not be recorded in the Desk Log depending on the severity of the incident.

3.2.10.3.3 Written Reprimand.

Any supervisor or commanding officer may issue a written reprimand in the form of a Personnel Memorandum to be entered in the member's personnel file. A written reprimand must be shown to, and signed by, the member being reprimanded.

3.2.10.3.4 Loss of Days Off.

The Chief of Police may deprive a member of days off not to exceed eight (8) days for any one offense or for multiple offenses arising from a single incident.

3.2.10.3.5 Emergency Suspension.

Any supervisor or commanding officer may suspend a member from duty for gross neglect of duty, insubordination, conduct unbecoming an officer or other serious offense until 0830 the next working day, at which time the supervisor or commanding officer and suspended member will report to the Chief of Police for formal disciplinary action.

After determining all the facts, the Chief of Police will take one of the following actions:

- . Vacate the suspension and restore the member to duty without loss of pay.
- . Issue an oral or written reprimand.
- . Take other disciplinary action as authorized herein.

3.2.10.3.6 Suspension.

The Chief of Police may suspend, for such cause as may appear sufficient to him, any member for a period not in excess of thirty days, without pay. An officer under suspension will surrender his shield, credentials and service revolver to the Chief of Police for the duration of his suspension.

3.2.10.3.7 Dismissal.

After completion of the probationary period, no member can be dismissed unless the Secretary of Personnel deems there are sufficient grounds for dismissal; or written charges filed against the member are held to constitute due cause.

In the latter case, a member will be given full opportunity to defend himself at a hearing to investigate the charges, conducted by the Secretary of Personnel, or any person or board he nominates for this purpose. Charges may be filed by the Chief of Police, or by any member or other person who has his consent to do so, and must be heard within 90 days after the date of filing. The outcome

of the hearing rests with the Secretary of Personnel whose recommendations will be enforced by the Chief of Police.

The Secretary of Personnel shall, by rule, prescribe grounds that constitute cause for removal; in no case will the religious or political opinions or affiliation of any member be considered grounds for dismissal.

3.2.10.4 Trial Board.

The Trial Board shall constitute the investigating committee defined in Section 727 (c) of Article 27--Crimes and Punishments, of the Annotated Code of Maryland; and required by Section 730 (a) of that article. The Trial Board shall also convene in compliance with Step 4 of the Grievance Procedure as set forth in Section 3.2.9.3.

3.2.10.4.1 Composition.

The Chief of Police shall appoint a Trial Board composed of a Lieutenant or above as Chairman, and one Lieutenant and one Sergeant, Board Members. They will be selected and rotated annually.

No Board Member shall have had any part in the investigation or interrogation of an officer on trial; nor shall any Board Member have supervision or command of an officer on trial. If such is the case, the Board Member will disqualify himself and the Chief of Police will appoint a new Board Member of equal rank.

3.2.10.4.2 Functions.

If the investigation or interrogation of an officer results in recommendation of some action, such as demotion, dismissal, transfer, loss of pay, reassignment, or similar action which would be considered a punitive measure, then, before taking such action, the Chief of Police shall give notice to the officer that he is entitled to a hearing on the issues by the Trial Board. The notice shall state the time and place of the hearing and the issues involved. An official record, including testimony and exhibits, shall be kept of the hearing.

3.2.10.4.3 Procedures.

Counsel.

Both the Police Department and the officer on trial may be represented by counsel. The officer on trial will be advised that he may select any member equal or senior in rank, with the exception of Board Members, his supervisor or commanding officer, or the Chief of Police to act as his counsel; or he may have an attorney or any other responsible individual represent him if he so desires. The officer on trial will advise the Trial Board of his selection.

Evidence.

Both the Police Department and the officer on trial shall be given ample opportunity to present evidence and argument with respect to the issues involved. Evidence which possesses probative value commonly accepted by reasonable and prudent men in the conduct of their affairs shall be admissible and shall be given probative effect. The Trial Board shall give effect to the rules of privilege recognized by law, and may exclude incompetent, irrelevant, immaterial and unduly repetitious evidence. All records and documents which any party desires to see shall be offered and made part of the record. Documentary evidence may be received in the form of copies or excerpts, or by incorporation or reference.

Cross-Examination.

Every party has the right of cross-examination of the witnesses who testify, and may submit rebuttal evidence.

Notice of Facts.

The Trial Board may take notice of judicially cognizable facts and, in addition, may take notice of general, technical or scientific facts within its specialized knowledge. Parties shall be notified beforehand of the material so noticed.

3.2.10.4.4 Findings.

Any decision, order or action taken as a result of a hearing before the Trial Board shall be in writing and shall be accompanied by findings of fact. The findings shall consist of a concise statement upon each issue in the case.

The Trial Board will:

- . Find the officer guilty of the specified charge or charges and inform him of the sentence recommended to the Chief of Police; or
- . Find the officer Not Guilty of the specified charge or charges and restore him to duty.

A copy of the decision or order and accompanying findings and conclusions, along with written recommendations for action, shall be delivered or mailed promptly to the officer or to his attorney or representative of record.

The Trial Board will inform the officer that he may appeal their decision to the Chief of Police within five days who, if the appeal is granted, will rehear the case.

3.2.10.4.5 The Chief of Police.

The Chief of Police may approve, disapprove or change the recommendations of the Trial Board. He may not, however, change a finding of Not Guilty to Guilty.

In the event that the Trial Board recommends and the Chief of Police approves or otherwise seeks dismissal of an officer, such recommendation will be made to the Secretary of Personnel for his action in accordance with Section 3.2.10.3.7.

3.2.10.5 Records.

All records and reports pertaining to complaints, allegations and/or disciplinary procedures against members will be maintained in a separate file by the Chief of Police.

Only in the event that a complaint or allegation is sustained, and/or disciplinary action is taken against a member after completion of the full appellate process, will such records be placed in the member's personnel file.

3.2.10.6 Police Officer's Rights.

No officer shall be discharged, disciplined, demoted, or denied promotion, transfer or re-assignment, or otherwise discriminated against in regard to his employment or be threatened with any such treatment, by reason of his exercise of or demand for the rights granted in this Section or in Sections 727 through 734 of Article 27--Crimes and Punishment, of the Annotated Code of Maryland, or by reason of the lawful exercise of his constitutional rights.

Any officer who is denied any right afforded by the above statutes may apply, either individually or through his certified or recognized employee organizations to the District Court of the district where he resides or is regularly employed for any order directing the Police Department to show cause why the right should not be afforded.

3.2.11. Annual Physical Examination.

In order to insure the physical well being and appearance of the members of the Police Department, all members will be required to undergo an annual physical examination including an electrocardiogram for members over 35 years of age. After completing the physical examination each member will be required to satisfactorily complete the physical performance tests set forth in Section 3.2.4.7.

3.2.11.1 Weight Check.

In addition to the annual physical examination, all officers and cadets will submit to a bi-annual weight check to insure that they maintain their weight within

the required ranges set forth in Exhibit 3-A following this chapter.

Those officers and cadets found to be in excess of their required weight range will be given an appointment with the examining physician as soon as possible. The examining physician will determine whether the overweight condition is a result of a medical ailment, physical defect, or failure to maintain a proper diet.

- . If the overweight condition is due to a medical ailment or physical defect, the officer or cadet will be referred to his own physician for evaluation and treatment.
- . If the overweight condition is due to improper dieting, the Chief of Police will on the advice of the examining physician, order the officer or cadet to reduce to his maximum permitted weight within a specified time, not to exceed one year. The weight reduction program should be under the direction of his own physician. The order will also stipulate that the officer or cadet be required to maintain his weight within the required range for his height in the future.

Failure to comply with the weight reduction program will result in disciplinary action.

3.2.12 Secondary Employment.

3.2.12.1 Definition.

Secondary employment shall mean the rendering of any service or the sale of anything for pay or remuneration from any source other than the Police Department, or participation in any activity for which such pay or remuneration is received. This does not include engaging in investments in real property or securities and/or sales on occasion of an individual's houses, cars or other personal property.

3.2.12.2 Procedures.

An officer or cadet shall not engage in any secondary employment unless authorized in writing by the Chief of Police. Officers or cadets desiring authorization to engage in secondary employment shall submit a written request specifying the type, location, working hours and duration of proposed employment through the chain of command to the Chief of Police. The supervisor and commanding officers shall indicate "Recommended" or "Not Recommended" on their endorsements. The Chief of Police shall either approve or disapprove the request, placing the original in the officer or cadet's personnel file and returning a duplicate to him.

3.2.12.3 Employment on Airport.

The secondary employment of any officer for police or security purposes on property owned, leased, operated or under the control of the State Aviation Administration may be permitted by the Chief of Police under the following conditions.

- . The tenant or other airport occupant needing officers for police or security purposes shall make a written request to the Chief of Police specifying the type, location, working hours and duration of such employment.
- . The Chief of Police will review the above request and either approve or disapprove it as he sees fit. If approved, he will assign officers volunteering for such employment and notify the appropriate watch commanders to provide supervision in the same manner as provided for officers on regular duty.
- . Officers performing such secondary employment may do so in uniform or civilian attire as requested by the tenant or other airport occupant and approved by the Chief of Police. Officers will be bound by the same rules and regulations governing officers on regular duty. Each officer will submit a Police Officer's Daily Report covering each tour of secondary employment.

Officers performing such secondary employment shall be considered "on duty" for the purposes of supervision, command and control, and liability and disability insurance coverage. Officers shall be compensated at their overtime salary rate, and the tenant or other airport occupant will be billed monthly at the officers' overtime salary rate plus fifteen percent to cover the cost of supervision, administrative expenses and insurance.

3.2.12.4 Prohibitions.

3.2.12.4.1 Reasons for Disapproval.

The Chief of Police shall disapprove any request to engage in secondary employment by an officer or cadet who, in the opinion of his supervisor or commanding officer, is not maintaining satisfactory job performance. An officer or cadet authorized to engage in secondary employment shall have such authorization revoked if his job performance becomes unsatisfactory.

3.2.12.4.2 Prohibited Employment.

Authorization will not be granted to engage in the following types of secondary employment:

- . Employment as a peace officer, police officer, special officer, reserve officer or auxiliary officer in any jurisdiction.
- . Employment as a private detective, investigator, security officer or guard; or by a licensed detective or guard agency in any capacity.
- . Employment by any collection agency or reposessor.
- . Employment by any bail bondsman.
- . Employment in any premises licensed to sell alcoholic beverages.

- . Employment in any position which requires or relies on the officer's police powers, except when specifically authorized by the Chief of Police as prescribed in Section 3.2.12.3.

- . Employment in any position, at any location, or by any employer that the Chief of Police in his sole discretion, considers contrary to the interests of the Police Department and/or demeaning to the law enforcement profession.

3.2.12.4.3 Hours of Employment.

Secondary employment is limited to four hours on duty days and ten hours on off-duty days. A maximum of forty hours of secondary employment will be permitted during a normal work week.

3.2.12.3.4 Injury or Illness.

The attention of all members is directed to the fact that an injury or illness arising from outside work or gainful occupation is not compensable by the State Aviation Administration and the member would have only personal or job insurance (if any) and accumulated sick and vacation leave on which to rely for income while ill or injured. Serious illness or injury might disqualify the member from resuming his duties with the Police Department.

3.2.13 Personnel Records.

3.2.13.1 Purpose.

The Police Department maintains a personnel file on each member in order to:

- . Accumulate and record all pertinent information relative to a member's past history (education, military service, work experience, references, etc.); and to record his progress within the Police Department in order to assist in assigning him in such a manner as to become an efficient, well oriented, productive and adjusted employee.

- Provide a basis for discussion of performance and potential between supervisors and subordinates for their mutual benefit.

3.2.13.2 Procedure.

Two personnel files will be maintained on each member, one in the office of the Chief of Police and the other in the personnel office of the State Aviation Administration. Both files will be maintained identically, insofar as practical, except that all information gathered during the selection process as specified in Section 3.2.13.2.1 will be maintained only in the file in the office of the Chief of Police. Personnel files will be maintained in accordance with the standard procedures established by the Secretary of Personnel and the Chief of Personnel Management of the Department of Transportation.

3.2.13.2.1 Information to be Included.

The following information will be included in each member's personnel file.

- Official documents verifying compliance with state laws and Police Department regulations.
 - Birth certificate.
 - High school diploma or state equivalency certificate.
 - Marriage certificate (if applicable).
 - Divorce papers (if applicable).
 - Armed Forces Report of Transfer or Discharge (DD214) (if applicable).
 - Maryland motor vehicle operator's license.
 - Naturalization papers (if applicable).

With the exception of naturalization papers, copies will be made of all of the above documents and placed in the member's personnel file, and the original documents returned to the member. Section 1426 (h), Title 18, United States Code, prohibits the duplication of naturalization papers, however, pertinent material should be recorded and filed.

- Information gathered during the selection process (to be maintained only in the office of the Chief of Police).
 - Completed Personnel History Statement.
 - Results of physical examination and physical performance test.
 - Polygraph examiner's report (in a sealed envelope, to be opened only by the Chief of Police).
 - Background investigator's report.
 - Completed Interview Appraisals from oral interview.
 - Psychologist's report, including results of MMPI and other tests.
- Records and reports of professional training.
 - Diploma and grades from police academy attended.
 - Completed Field Training Record.
 - Completed Field Training Officer's Progress Reports.
 - Completed Field Training Officer's Evaluation Report.
 - Research paper prepared during airport police training.

- Certificates from advanced training courses attended.
- . Record of firearms training.
- Copy of firearms policy signed by the officer.
- Firearms Training Record showing monthly and annual qualification scores (see Section 3.4.2).
- . Diplomas and grade sheets from colleges and universities attended (if applicable).
- . Uniforms and Equipment Issued (see Section 3.4.1).
- . All correspondence relating to the member, including copies of special orders, memorandums, etc.
- . All commendations, written reprimands and disciplinary action taken.
- . All results of annual physical examinations and bi-annual weight checks.
- . All completed Evaluation of Personal Improvement and Development and Promotional Potential Appraisal forms.
- . Full-length and head and shoulders photographs showing full face and profile in both uniform and plainclothes, taken within the past three years.

3.2.13.2.2 Inserting and Removing Material.

Information may be inserted into a member's personnel file by the Chief of Police; or his supervisor, commanding officer, the Training Officer, or any division commander with the approval of the Chief of Police.

In accordance with the provisions of Section 728 (b) (12) of Article 27 - Crimes and Punishments, of the Annotated Code of Maryland, no adverse material shall be inserted into the personnel file of any officer unless the officer has an opportunity to review, sign, and receive a copy of and comment in writing upon the adverse material, unless the officer waives these rights.

No material will be permanently removed from a member's file without the prior consent of the Chief of Police. Such consent will normally be given to the removal of written reprimands and minor disciplinary action taken after three years have passed without repetition.

3.2.13.3 Confidentiality.

Personnel files are considered highly confidential and will be accessible only to the following persons with the exception of information gathered during the selection process, which will be available only to the Chief of Police.

- . The member on whom the file is being maintained.
- . The member's immediate supervisor and commanding officer.
- . The Training Officer, for educational and training records only.
- . Division commanders.
- . The Chief of Police.
- . The Director of Operations.
- . The State Aviation Administrator.
- . The Chief of Personnel Management of the Department of Transportation, or his authorized representative.

Access to personnel files will be by the above-named persons only, and not by secretaries, clerical personnel or other subordinates.

3.2.13.4 Use of Personnel Memorandum.

The Personnel Memorandum, shown in Exhibit 3-G following this chapter, will be used to record excellent performance on duty (see Section 3.2.8.1.4), written reprimands (see Section 3.2.10.3.3, and all other information for which no specific form is provided. The Personnel Memorandum will be completed in triplicate for distribution as follows:

- . The original (white) copy to the personnel file in the State Aviation Administration.
- . The duplicate (yellow) copy to the personnel file in the office of the Chief of Police.
- . The triplicate (pink) copy to the member concerned.

3.2.13.5 Use of Personnel Files.

Supervisors and commanding officers shall review all information contained in the personnel files of members assigned to their command, with the exception of information gathered during the selection process, in order to:

- . Better enable them to constructively assign work.
- . Assist in encouraging working improvement.
- . Assist in effectively marking Evaluations of Personal Improvement and Development and Promotional Potential Appraisals.
- . Learn the strengths and weaknesses of members under their command.

3.2.14 Resignation and Reappointment.

3.2.14.1 Resignation.

A member resigning from the Police Department shall do so by letter of resignation through the chain of command to the Chief of Police, giving a

minimum of two weeks' notice. Any member not giving such notice should not expect to receive a satisfactory reference for future employment. Supervisors and commanding officers shall indicate by endorsement thereon whether or not the member should be considered for reappointment. The resignation of a member shall not be valid until accepted by the Chief of Police, but acceptance shall not be withheld unless disciplinary proceedings are contemplated or pending.

3.2.14.2 Reappointment.

A former member may be reappointed to the Police Department within three years. Officers will be reappointed at a rank no higher than State Aviation Police Officer II, regardless of the rank held at resignation. Applicants for reappointment shall be subject to a polygraph examination and thorough background investigation covering the period of absence from the Police Department.

The probationary period for reappointees shall be one year from the date of reappointment.

Any reappointee who resigns will not be eligible for a second reappointment.

EXHIBIT 3-A
REQUIRED WEIGHT RANGES

MALES			
Height	Small Frame	Medium Frame	Large Frame
5' 7"	128-151	134-163	143-178
5' 8"	132-155	138-167	147-183
5' 9"	136-161	142-172	158-187
5' 10"	140-165	146-177	155-193
5' 11"	144-169	150-183	160-198
6' 0"	148-174	154-188	164-204
6' 1"	152-179	158-194	169-209
6' 2"	156-184	163-199	174-215
6' 3"	160-188	168-205	178-220
6' 4"	169-198	178-216	188-231
6' 5"	174-204	182-222	192-238
6' 6"	179-210	186-230	196-245

FEMALES			
Height	Small Frame	Medium Frame	Large Frame
5' 4"	108-128	113-139	121-152
5' 5"	111-132	117-124	125-156
5' 6"	114-135	120-149	129-161
5' 7"	118-140	124-153	133-165
5' 8"	122-144	128-157	137-169
5' 9"	126-149	132-162	141-174
5' 10"	130-154	136-166	145-179
5' 11"	134-158	140-171	149-185
6' 0"	138-163	144-175	153-190
6' 1"	142-168	148-179	157-195
6' 2"	146-173	152-183	161-200
6' 3"	150-178	156-187	165-205

Application for position of: _____ Date: _____

GENERAL INSTRUCTIONS: Hand write or hand print an answer to every question. If question does not apply to you, so state with N/A. If space available is insufficient, use a separate sheet and precede each answer with the number of the referenced block.
DO NOT MISSTATE OR OMIT material fact since the statements made herein are subject to verification to determine your qualifications for employment.

1. LAST NAME _____ FIRST NAME _____ MIDDLE NAME _____

2. MALE ☐ FEMALE ☐

3. ALIAS(ES), NICKNAME(S), MAIDEN NAME, OTHER CHANGES IN NAME _____ TELEPHONE (AREA) _____ NUMBER _____

4. PRESENT RESIDENCE ADDRESS _____ STREET OR RFD _____ / CITY OR POST OFFICE _____ / STATE _____ ZIP CODE _____

5. DATE OF BIRTH (month, day, year) _____ PLACE OF BIRTH (City, County, State) _____ Attach photostatic copy of birth certificate or baptismal certificate.

6. HEIGHT _____ WEIGHT _____ COLOR OF EYES _____ COLOR OF HAIR _____ RACE _____ SCARS, PHYSICAL DEFECTS, DISTINGUISHING MARKS _____

7. U.S. CITIZEN ☐ NATIVE YES ☐ NO ☐ NATURALIZED, CERTIFICATE NO. _____ IF DERIVED, PARENT'S CERTIFICATE NO. _____ DATE, PLACE, AND COURT _____

8. MARRIAGE STATUS: SINGLE ☐ ENGAGED ☐ SEPARATED ☐ DIVORCED ☐ WIDOWED ☐
NAME OF FIANCEE (if applicable) _____ ADDRESS (Street, City, State) _____

Information concerning marriages:

WHEN	WHERE	WHO OFFICIATED	SPOUSE'S NAME (Wife's Maiden Name)

9. If ever separated, annulled, or divorced, indicate below the following information:

SEPARATED, ANNULLED OR DIVORCED (STATE WHICH)	DATE OF ORDER OR DECREE	BY WHOM	WHERE ISSUED (COURT & STATE)	OFFENDING PARTY AS DECREED BY LAW	REASON

10. CHILDREN AND DEPENDENTS:

A. List all of your children, including stepchildren and adopted ones, and give the following information:

NAME	BIRTH		RESIDENCE		SUPPORTED BY WHOM
	DATE	PLACE	ADDRESS	WITH WHOM	

B. Other dependents. If you claim income tax exemptions for support of dependents other than spouse and children, provide the following information:

NAME	ADDRESS	RELATIONSHIP	PERCENT SUP-PORT PROVIDED

11. MILITARY STATUS: Have you served in the U. S. Armed Forces? Yes ☐ No ☐ If yes, attach photostatic copy of discharge or separation papers.

A. While in the military service were you ever arrested for an offense which resulted in a trial by deck court or by summary, special, or general court-martial? Yes ☐ No ☐ If yes, give date, place, law enforcing authority or type of court or court-martial, charge and action taken for each incident, using separate sheet to record this information.

B. Are you presently a member of U. S. Reserve or National or State Guard organization? Yes ☐ No ☐ If yes, complete the following:

GRADE AND SERVICE NO.	SERVICE AND COMPONENT
ORGANIZATION AND STATION OR UNIT AND LOCATION	
ACTIVE <input type="checkbox"/> INACTIVE <input type="checkbox"/> STANDBY <input type="checkbox"/>	
INDICATE RESERVE OBLIGATION, IF ANY.	

12. SELECTIVE SERVICE:

SELECTIVE SERVICE NO.	LAST CLASSIFICATION	DATE CLASSIFIED
LOCAL BOARD	ADDRESS	

13. EDUCATION: Applicant must either attach Transcripts from all schools, colleges and universities attended or arrange to have Transcripts forwarded directly to the Chief of Police, State Aviation Administration.

A. List all elementary, junior high, and high schools attended.

NAME	LOCATION	DATES ATTENDED	YEARS COMPLETED	GRADUATED	
				YES	NO

B. Higher education. List information below for all colleges or universities attended.

NAME AND LOCATION OF COLLEGE OR UNIVERSITY	DATES ATTENDED		CREDIT HOURS		DEGREE REC'D	YEAR REC'D
	FROM	TO	SEMESTER	QUARTER		

Major and minor college courses.

C. Other schools or training (trade, vocational, business, or military). Give for each the name and location of school, dates attended, subjects studied, certificate, and any other pertinent data.

14. FOREIGN LANGUAGE: Enter foreign language and indicate your knowledge of each by placing "X" in proper column.

LANGUAGE	READING			SPEAKING			UNDERSTANDING			WRITING		
	EXC.	GOOD	FAIR	EXC.	GOOD	FAIR	EXC.	GOOD	FAIR	EXC.	GOOD	FAIR

15. SPECIAL QUALIFICATIONS AND SKILLS:

A. Indicate type of special license such as pilot, radio operator, etc., showing licensing authority, where the license was first issued, and date current license expires. (Except vehicle operator's license).

Special skills you possess and machines and equipment you can use. (For example, short wave radio, multilith, comptometer, key punch, turret lathe, transcribing machine, scientific or professional devices.)

C. Approximate number of words per minute: Typing Short and

D. Special qualifications not covered in application. (For example, your most important publications (do not submit copies unless requested); your patents or inventions; public speaking and publications experience; membership in professional or scientific societies, etc.; and honors and fellowships received.

16. VEHICLE OPERATOR'S LICENSE (Driver's, Chauffeur's, etc.). Give the following information concerning any vehicle operator's license you have held or now hold:

KIND OF LICENSE	PLACE OF ISSUE	DATE OF EXPIRATION	RESTRICTIONS

Have you ever been denied issuance of a license or have you ever had a license suspended or revoked? Yes ☐ No ☐ Explain fully

Have you ever had automobile insurance withdrawn or revoked or have you ever been refused automobile insurance? Yes ☐ No ☐ If yes, give details, including reasons, names of companies, dates, etc.

Give name and address of the insurance company with whom you now have automobile insurance.

Policy coverage.

17. FAMILY: List in the order given, showing relationship, parents, guardians, stepparents, foster parents, parents-in-law, brothers, and sisters, even though deceased. Include any others you have resided with or with whom a close relationship existed or exists.

RELATIONSHIP	NAME	PRESENT ADDRESS IF LIVING
FATHER		
MOTHER(MAIDEN NAME)		

If any person listed above is not a U.S. citizen by birth, give the date and place of his birth, the date and port of entry, alien registration number, naturalization certificate number, and place of issuance.

18. EMPLOYMENT: Begin with your most recent job and list your work history for the past TEN years, including part-time, temporary or seasonal employment, and all periods of unemployment.

FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY WOULD YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER

FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY DID YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER
FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY DID YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER
FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY DID YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER
FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY DID YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER
FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY DID YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER
FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY DID YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER
FROM DATE	NAME AND ADDRESS OF EMPLOYER	WHY DID YOU LEAVE?	JOB TITLE
TO DATE		DESCRIPTION OF YOUR DUTIES	
SALARY		NAME OF SUPERVISOR	NAME OF CO-WORKER

Have you ever been discharged, asked to resign, furloughed, or put on inactive status for cause, or subjected to disciplinary action while in any position except military)? Yes ☐ No ☐ If yes, state circumstances. _____

Have you ever resigned (quit) after being informed your employer intended to discharge (fire) you for any reason? Yes ☐ No ☐
If yes, explain, giving name and address of employer, approximate date, and reasons in each case. _____

19. FINANCIAL STATUS:

A. HISTORY	Have you ever been declared bankrupt? Yes <input type="checkbox"/> No <input type="checkbox"/> Voluntary or involuntary?		
	Has legal action ever been taken against you for non-payment of debts? Yes <input type="checkbox"/> No <input type="checkbox"/>		
	If the answer to either of the above questions is YES, give full details below including the date, court, parties and amounts involved.		
B. OBLIGATIONS	Give names and addresses of the individuals, companies, or others to whom you are indebted and the extent of your debt (including any loans on which you are co-maker).		
	NAME AND ADDRESS OF CREDITOR	KIND OF DEBT	AMOUNT

20. ARREST, DETENTION, AND LITIGATION: (Show all arrests including juvenile delinquent and traffic.)

- A. Have you ever been arrested or detained by a law enforcement agency? Yes ☐ No ☐
- B. Have you (or your spouse) been involved in any court action, CIVIL or CRIMINAL? Include all traffic violations, parking, etc., in this state or elsewhere. Yes ☐ No ☐
- C. Have you ever been fingerprinted for any reason (arrest, job applicant, etc.)? Yes ☐ No ☐

If the answer to any of the above questions is YES, list below the date, place, and full details of each incident.

21. HEALTH RECORD AND INSURANCE:

- A. Health record. List the following information concerning all illnesses for which you received medical treatment during the last 5 years.

NO. OF DAYS	ILLNESS OR OPERATION	MONTH AND YEAR	NAME AND ADDRESS OF PHYSICIAN

Number of days you have been ill during the past 5 years in addition to that listed above.

Have you ever been examined or treated for any mental disorder? Yes ☐ No ☐

Has any member of your family ever had, or been tested for a nervous or mental disorder? Yes ☐ No ☐

Have you any physical handicap, chronic disease, or disability? Yes ☐ No ☐

Have you ever had a nervous breakdown? Yes ☐ No ☐ Have you ever had tuberculosis? Yes ☐ No ☐

Do you use, or have you ever used, any habit forming drugs? Yes ☐ No ☐

If the answer to any of the above questions is YES, list full details below, including relationship of any persons involved.

22. RESIDENCES: List all residences for the past 10 years, beginning with your present address.

[illegible]

23. REFERENCES:

CREDIT AND CHARACTER REFERENCES (Do not include relatives, former employers, or persons living outside the United States or its Territories). List only character references who have definite knowledge of your qualifications and fitness for the position for which you are applying. Do not repeat names of supervisors. List 3 credit and 5 character references.

		NAME	YEARS KNOWN	ADDRESS (BUSINESS ADDRESS PREFERRED)		
				STREET	CITY	STATE
CREDIT						
CHARACTER						

24. PAST AND/OR PRESENT MEMBERSHIP IN ORGANIZATIONS:

NAME AND ADDRESS	TYPE (SOCIAL, FRATERNAL, PROFESSIONAL, ETC.)	OFFICE HELD	MEMBERSHIP	
			FROM	TO

25. HOBBIES AND SPORTS:

NAME	LENGTH OF PARTICIPATION	LEVEL OF PROFICIENCY

SUBJECT MATTER ORGANIZATION

YES	NO	
		Are you now or have you ever been a member of the Communist party U. S. A. or any Communist organization(s) anywhere?
		Are you now or have you ever been a member of a Fascist organization?
		Are you now or have you ever been a member of any organization, association, movement, group or combination of persons which advocates the overthrow of our constitutional form of government, or which has adopted the policy of advocating or approving the commission of acts of force or violence to deny other persons their rights under the Constitution of the United States or which seeks to alter the form of government of the United States by unconstitutional means?
		Are you now or have you ever been affiliated or associated with any organization of the type described above, as an agent, official, or employee?
		Are you now associating with, or have you associated with any individuals, including relatives, who you know or have reason to believe are or have been members of any of the organizations identified above?
		Have you ever been engaged in any of the following activities of any organization of the type described above: Contribution(s) to, attendance at or participation in any organizational, social, or other activities of said organization(s) or of any projects sponsored by them; the sale, gift, or distribution of any written, printed, or other matter, prepared, reproduced, or published, by them or any of their agents or instrumentalities?

IF YES to any of the answers above, describe the circumstances. Attach additional sheets for a full detailed statement. If associated with any of these organizations, specify nature and extent of association with each, including office or position held, also include dates, places, and credentials now or formerly held. If associations have been with individuals who are members of these organizations, then list the individuals and the organizations with which they were or are affiliated.

27. Are there any incidents in your life not mentioned herein which may reflect upon your suitability to perform the duties which you may be called upon to take or which might require further explanation? Yes ☐ No ☐ If YES, give details.

13. Have you ever applied for a position with any other governmental agency? Yes ☐ No ☐ If so, give details.

29. REMARKS:

I certify that there are no misrepresentations, omissions, or falsifications in the foregoing statements and answers, and that the entries made by me above are true, complete, and correct to the best of my knowledge and belief and are made in good faith.

Further agree and consent in advance to being summarily discharged without cause or hearing if any of the above information contains any misrepresentation or falsification or if any material information has been omitted.

SIGNATURE OF APPLICANT

DATE _____

INTERVIEW APPRAISAL SAA POLICE DEPARTMENT

NAME OF APPLICANT		NAME OF INTERVIEWER	DATE OF INTERVIEW
<p>INSTRUCTIONS</p> <p>Try to visualize this applicant on the job as a State Aviation Police Officer. Consider each of the following criteria separately in your determination of his fitness for this type of work. The over-all evaluation (7) is not designed as an average of the separately listed criteria, but an indication of your impression of the applicant's general suitability as a police officer. Indicate your rating on each scale; if marked "Unacceptable" or "Weak," comments are requested.</p>			
CRITERIA		COMMENTS	
<p>1. APPEARANCE: Consider his physical characteristics, neatness, bearing, physical and facial characteristics. What sort of impression does he make?</p> <p>UNACCEPTABLE WEAK FAIR GOOD SUPERIOR</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<p>2. SELF-EXPRESSION: Does he converse readily? Consider grammar, distinct speech, pleasant or irritating voice, speech impediments.</p> <p>UNACCEPTABLE WEAK FAIR GOOD SUPERIOR</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<p>3. ALERTNESS: Does he readily understand the meaning and implication of questions asked? Is he slow in understanding, or give indication of confusion in his thinking?</p> <p>UNACCEPTABLE WEAK FAIR GOOD SUPERIOR</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<p>4. JUDGEMENT: Exercises good mature judgement under stress. Does he seems hasty, erratic, easily swayed?</p> <p>UNACCEPTABLE WEAK FAIR GOOD SUPERIOR</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<p>5. PERSONALITY: Likeable, confident, friendly; or withdrawn, dependent, lacking in self-assurance. Stimulates friendliness or antagonism.</p> <p>UNACCEPTABLE WEAK FAIR GOOD SUPERIOR</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<p>6. ATTITUDE TOWARD POLICE WORK: Interested, "shopping" or looking for stop-gap employment? Any problems incompatible with police work?</p> <p>UNACCEPTABLE WEAK FAIR GOOD SUPERIOR</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<p>7. OVER-ALL EVALUATION: Considering all the evidence (including anything developed during the interview, whether or not listed above), how do you rate this applicant's suitability for appointment to the Police Department?</p> <p>UNACCEPTABLE WEAK FAIR GOOD SUPERIOR</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			

EVALUATION REPORT		NAME OF CADET		FROM	TO
ASSIGNMENTS					
<p>Before completing this report, decide in your own mind the attributes, personality and character traits, and professional qualifications which you feel the ideal police officer should possess. Compare this Cadet against the ideal officer's image, then check the appropriate boxes in the rating areas shown below. Any factor rated as "Needs Improvement" should be explained in detail at the end of this form, together with any comments or elaboration on a particular item.</p>					
FACTOR		NOT OBSERVED	NEEDS IMPROVEMENT INADEQUATE	FAIR	ACCEPTABLE GOOD EXCELLENT
APPEARANCE AND NEATNESS					
Uniform, leather and equipment		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Posture and carriage		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal cleanliness		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dignified demeanor and military bearing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COOPERATION AND LOYALTY					
Works toward common goals with others		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willingness to assume additional responsibility		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports his superiors		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good team worker		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTEREST AND ATTITUDE					
Seeks help with problems		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willingness to learn		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comprehension and retention		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude toward constructive criticism		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts direction and discipline		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude toward airport and departmental policies		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shows pride in his work		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributes to good morale		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confidence in himself		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

JUDGEMENT AND COMMON SENSE	NOT OBSERVED	NEEDS IMPROVEMENT INADEQUATE	FAIR	ACCEPTABLE GOOD	EXCELLENT
Ability to think clearly and arrive at logical conclusions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgement under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
LEADERSHIP					
Initiative and perseverance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity to develop and maintain high morale in himself and others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Displays leadership characteristics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to make decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ORAL COMMUNICATIONS					
Ability to communicate and express himself clearly to others (police and public)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tact and discretion (police and public)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude toward others (police and public)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ability to be at ease (police and public)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEPENDABILITY					
Promptness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preparedness to perform assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quantity of work performed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work performed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WRITTEN COMMUNICATIONS					
Ability to communicate and express himself clearly in writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grammer, spelling, punctuation, and sentence structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to produce accurate, neat and complete reports and correspondence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Familiar with departmental forms and reports, understands their purpose and use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GIVE YOUR PERSONAL ESTIMATION OF THIS CADET'S FUTURE VALUE TO THE POLICE DEPARTMENT	
<div></div> <div></div> <div></div>	
COMMENTS	
<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>	
RECOMMENDATION	
I (recommend) (do not recommend) that this Cadet be retained in the Police Cadet Program. <div></div>	
RATING OFFICER'S SIGNATURE	DATE
I HAVE READ THIS EVALUATION AND DISCUSSED IT WITH THE RATING OFFICER. MY COMMENTS (ARE) (ARE NOT) LISTED BELOW.	
SIGNATURE OF CADET BEING EVALUATED	DATE
<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>	
APPROVED BY (CHIEF OF POLICE)	DATE

NAME OF OFFICER		RANK	SHIELD NO.
EVAL. NO.	ASSIGNMENT	FROM	TO
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

INSTRUCTIONS

- 1. Complete each evaluation category by darkening with a red pencil the circle to the left of any individual factor where there is need for improvement. If the officer is not deficient in any area, then no marks will be made.
- 2. After any individual deficiencies have been marked, the rater will consider the officer's overall performance in that category and mark him accordingly.
- 3. After marking all categories, the rate~ will complete the final page.. A new final page will be added for each subsequent evaluation.

1. APPEARANCE		OVERALL
(1) (2) (3) (4) (5) (6)		(1) (2) (3) (4) (5) (6)
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Uniforms consistantly neat and clean.	Outstanding	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Is consistantly well groomed.	Good	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Dresses appropriately for occasion.	Acceptable	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Possesses military bearing.	Weak	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Not overweight.	Unacceptable	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Other (specify) _____		
2. CARE OF EQUIPMENT		OVERALL
(1) (2) (3) (4) (5) (6)		(1) (2) (3) (4) (5) (6)
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Assigned vehicles consistantly clean.	Outstanding	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Firearm cleaned regularly and serviceable.	Good	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Personal equipment in good repair.	Acceptable	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Treats issue equipment as if it were his own.	Weak	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Interested in care and upkeep of police facilities.	Unacceptable	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Other (specify) _____		
3. PERSONALITY AND ATTITUDE		OVERALL
(1) (2) (3) (4) (5) (6)		(1) (2) (3) (4) (5) (6)
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Is a good listener.	Outstanding	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Has a sense of humor.	Good	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Is sociable in everyday contacts.	Acceptable	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Renders faithful and willing support to superiors and subordinates.	Weak	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Is considerate of other person's viewpoints.	Unacceptable	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

3. PERSONALITY AND ATTITUDE (Continued)

(1) (2) (3) (4) (5) (6)

- ☐ ☐ ☐ ☐ ☐ ☐ Is diplomatic in performance of duty.
☐ ☐ ☐ ☐ ☐ ☐ Works in harmony with others.
☐ ☐ ☐ ☐ ☐ ☐ Adjusts to new or changing situations and stresses.
☐ ☐ ☐ ☐ ☐ ☐ Is a gentleman in and out of uniform.
☐ ☐ ☐ ☐ ☐ ☐ Accepts criticism in the proper manner.
☐ ☐ ☐ ☐ ☐ ☐ Has knowledge of his personal limitations.
☐ ☐ ☐ ☐ ☐ ☐ Attempts to set a good example for both his peers and subordinates.
☐ ☐ ☐ ☐ ☐ ☐ Displays courtesy at all times.
☐ ☐ ☐ ☐ ☐ ☐ Other (specify)

4. INITIATIVE AND INGENUITY

(1) (2) (3) (4) (5) (6)

- ☐ ☐ ☐ ☐ ☐ ☐ Takes necessary and appropriate action on his own.
- ☐ ☐ ☐ ☐ ☐ ☐ Seeks and welcomes more important responsibilities.
- ☐ ☐ ☐ ☐ ☐ ☐ Has ability to conceive and execute new ideas.
- ☐ ☐ ☐ ☐ ☐ ☐ Consistently finds solutions to unusual problems.
- ☐ ☐ ☐ ☐ ☐ ☐ Consistently endeavors to improve himself.
- ☐ ☐ ☐ ☐ ☐ ☐ Other (specify)

OVERALL

(1) (2) (3) (4) (5) (6)

- | | | | | | | |
|--------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | (1) | (2) | (3) | (4) | (5) | (6) |
| Outstanding | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Good | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Acceptable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Weak | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unacceptable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

5. JOB KNOWLEDGE - SKILL

(1) (2) (3) (4) (5) (6)

- ☐ ☐ ☐ ☐ ☐ ☐ Has thorough knowledge of the airport.
- ☐ ☐ ☐ ☐ ☐ ☐ Errors held to a minimum level.
- ☐ ☐ ☐ ☐ ☐ ☐ Performs successfully under physical and mental stress.
- ☐ ☐ ☐ ☐ ☐ ☐ Learns new duties easily and retains instructions.
- ☐ ☐ ☐ ☐ ☐ ☐ Expresses himself clearly and concisely, both orally and in writing.
- ☐ ☐ ☐ ☐ ☐ ☐ Consistently accomplishes desired actions with minimum supervision.
- ☐ ☐ ☐ ☐ ☐ ☐ Exceptionally well informed about duties and related functions.
- ☐ ☐ ☐ ☐ ☐ ☐ Is factual in presentation of cases.
- ☐ ☐ ☐ ☐ ☐ ☐ Adheres to sound driving techniques.
- ☐ ☐ ☐ ☐ ☐ ☐ Other (specify)

OVERALL

(1) (2) (3) (4) (5) (6)

- [illegible]

6. JUDGEMENT

(1) (2) (3) (4) (5) (6)

- ☐ ☐ ☐ ☐ ☐ ☐ Consistently shows good common sense.
☐ ☐ ☐ ☐ ☐ ☐ Treats as confidential official business and communications of SAA Police Department.
☐ ☐ ☐ ☐ ☐ ☐ Seeks guidance in complicated cases.
☐ ☐ ☐ ☐ ☐ ☐ Makes sound decisions in absense of superiors.
☐ ☐ ☐ ☐ ☐ ☐ Generally balances police and personal interests.

OVERALL

(1) (2) (3) (4) (5) (6)

- [illegible]

RECOMMENDATIONS AND REMARKS (NOTE: OVERALL EVALUATIONS OF "OUTSTANDING" OR "UNACCEPTABLE" FOR ANY CATEGORY MUST BE JUSTIFIED IN DETAIL)

WRITE IN THIS OFFICER'S OVERALL PERSONAL RATING ("OUTSTANDING," "GOOD," ETC.) HERE.

RATING OFFICER'S SIGNATURE

DATE _____

I HAVE READ THIS EVALUATION AND DISCUSSED IT WITH THE RATING OFFICER. MY COMMENTS (ARE) (ARE NOT) LISTED BELOW.

SIGNATURE OF OFFICER BEING RATED

DATE _____

ADDITIONAL INTERVIEW CONDUCTED BY

DATE _____

RESULTS

APPROVED BY (CHIEF OF POLICE)

DATE _____

6. JUDGEMENT (Continued)

(1) (2) (3) (4) (5) (6)

- ☐ ☐ ☐ ☐ ☐ Judgements are consistently in accord with
 best interest of the Police Department.
☐ ☐ ☐ ☐ ☐ Is very discerning and adept in approaching
 a difficult situation.
☐ ☐ ☐ ☐ ☐ Other (specify) _____

7. PERFORMANCE OF DUTY

(1) (2) (3) (4) (5) (6)

- [illegible]

OVERALL

(1) (2) (3) (4) (5) (6)

- | | | | | | | |
|--------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Outstanding | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Good | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Acceptable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Weak | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unacceptable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

8. SUPERVISORY ABILITY (Sergeants and above only)

(1) (2) (3) (4) (5) (6)

- | | | | | | | | |
|--|--|--|--|--|--|---|---|
| | | | | | | Inspires subordinates to their best efforts through example rather than relying on authority of his position. | C |
| | | | | | | Willingly trains his subordinates. | A |
| | | | | | | Instills teamwork among his subordinates. | V |
| | | | | | | Is able to converse with individuals of their level. | L |
| | | | | | | Gives more to the job than it requires. | |
| | | | | | | Respected by his subordinates. | |
| | | | | | | Is in full control at all times. | |
| | | | | | | Keeps his subordinates informed as to acceptable behavior and performance standards. | |
| | | | | | | Has a well-disciplined unit. | |
| | | | | | | Active in learning responsibilities of next supervisory level. | |
| | | | | | | Maintains proper supervisor/subordinate relationships. | |
| | | | | | | Exhibits firmness and fairness in judgements affecting subordinates. | |
| | | | | | | Demonstrates ability to properly evaluate and counsel subordinates. | |
| | | | | | | Other (specify) | |

OVERALL

(1) (2) (3) (4) (5) (6)

- | | | | | | | |
|--------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Outstanding | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Good | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Acceptable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Weak | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unacceptable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

SAA POLICE DEPARTMENT

NAME OF OFFICER

1	NAME	2	DATE
3	GRADE	4	SCORE
5	TEST	6	MARKS
7	TEST	8	MARKS
9	TEST	10	MARKS
11	TEST	12	MARKS
13	TEST	14	MARKS
15	TEST	16	MARKS
17	TEST	18	MARKS
19	TEST	20	MARKS
21	TEST	22	MARKS
23	TEST	24	MARKS
25	TEST	26	MARKS
27	TEST	28	MARKS
29	TEST	30	MARKS
31	TEST	32	MARKS
33	TEST	34	MARKS
35	TEST	36	MARKS
37	TEST	38	MARKS
39	TEST	40	MARKS
41	TEST	42	MARKS
43	TEST	44	MARKS
45	TEST	46	MARKS
47	TEST	48	MARKS
49	TEST	50	MARKS
51	TEST	52	MARKS
53	TEST	54	MARKS
55	TEST	56	MARKS
57	TEST	58	MARKS
59	TEST	60	MARKS
61	TEST	62	MARKS
63	TEST	64	MARKS
65	TEST	66	MARKS
67	TEST	68	MARKS
69	TEST	70	MARKS
71	TEST	72	MARKS
73	TEST	74	MARKS
75	TEST	76	MARKS
77	TEST	78	MARKS
79	TEST	80	MARKS
81	TEST	82	MARKS
83	TEST	84	MARKS
85	TEST	86	MARKS
87	TEST	88	MARKS
89	TEST	90	MARKS
91	TEST	92	MARKS
93	TEST	94	MARKS
95	TEST	96	MARKS
97	TEST	98	MARKS
99	TEST	100	MARKS

SHIELD NO.

ASSIGNMENT

FROM

TO

INSTRUCTIONS

In appraising this officer's promotional potential you should:

1. Review the job requirements and standards for higher ranks for which this officer is eligible.
2. Consider this officer's personal work record, including performance in his present assignment (Evaluation of Personal Improvement and Development), experience, training, attendance, commendations and disciplinary action.
3. Recognize the officer's individual abilities and limitations.
4. Evaluate the officer on the basis of his merit and apparent ability to perform the duties of the higher ranks for which he is eligible, not his relative ability compared with other officers.

To insure uniformity, the following definitions will be used:

OUTSTANDING - High success potential, superior work expectancy.

GOOD - Better than average prospects for success.

ACCEPTABLE - Average performance expectancy on the new job.

WEAK - Slightly below necessary level. With more development might be acceptable.

UNACCEPTABLE - Lacking to a degree that would preclude success on the job.

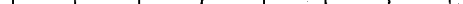
Consider the criteria listed below carefully and thoroughly, then check your evaluation of each by making a check mark in the appropriate box.

1. ATTITUDE AND LOYALTY: Consider ability to work towards a common goal in harmony with others; attitude toward other officers, Police Department and State Aviation Administration polices; willingness to assume additional responsibility. Does he support his fellow officers and superiors? Does he contribute to good morale?

UNACCEPTABLE WEAK ACCEPTABLE GOOD OUTSTANDING

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2. TECHNICAL SKILL AND JOB KNOWLEDGE: Has he the knowledge and skill necessary for promotion to higher rank?



3. JUDGEMENT: Do you have confidence in his judgement? In your absence, would you have to worry about his decisions? Does he generally show common sense?

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4. **EXPRESSION AND COMMUNICATION:** Does he express himself clearly and concisely? Are his oral and written explanations understandable? Is his language acceptable?

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5. INITIATIVE AND RESOURCEFULNESS: Consider self-starting energy and alertness. Consider adaptability to change, ability to conceive and execute new ideas.

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6. SUPERVISORY AND LEADERSHIP ABILITY:

Consider the ability to plan and organize work. Does he have the capacity to direct, control and influence others? Has he demonstrated leadership in his daily relationships with other officers?

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JUSTIFY A RATING OF "OUTSTANDING" OR "UNACCEPTABLE" FOR ANY CATEGORY IN DETAIL.

DOES THIS OFFICER POSSESS ADDITIONAL TRAITS OR SKILLS THAT YOU FEEL ADDS OR DETRACTS FROM HIS VALUE FOR PROMOTION TO HIGHER RANK? IF SO, EXPLAIN BRIEFLY.

WRITE IN THIS OFFICER'S OVERALL PROMOTIONAL RATING ("OUTSTANDING," "GOOD," ETC.) HERE.

RATING OFFICER'S SIGNATURE DATE

I HAVE READ THIS APPRAISAL AND DISCUSSED IT WITH THE RATING OFFICER. MY COMMENTS (ARE NOT) LISTED BELOW.

SIGNATURE OF OFFICER BEING RATED DATE

APPROVED BY (CHIEF OF POLICE) DATE

PERSONNEL MEMORANDUM SAA POLICE DEPARTMENT

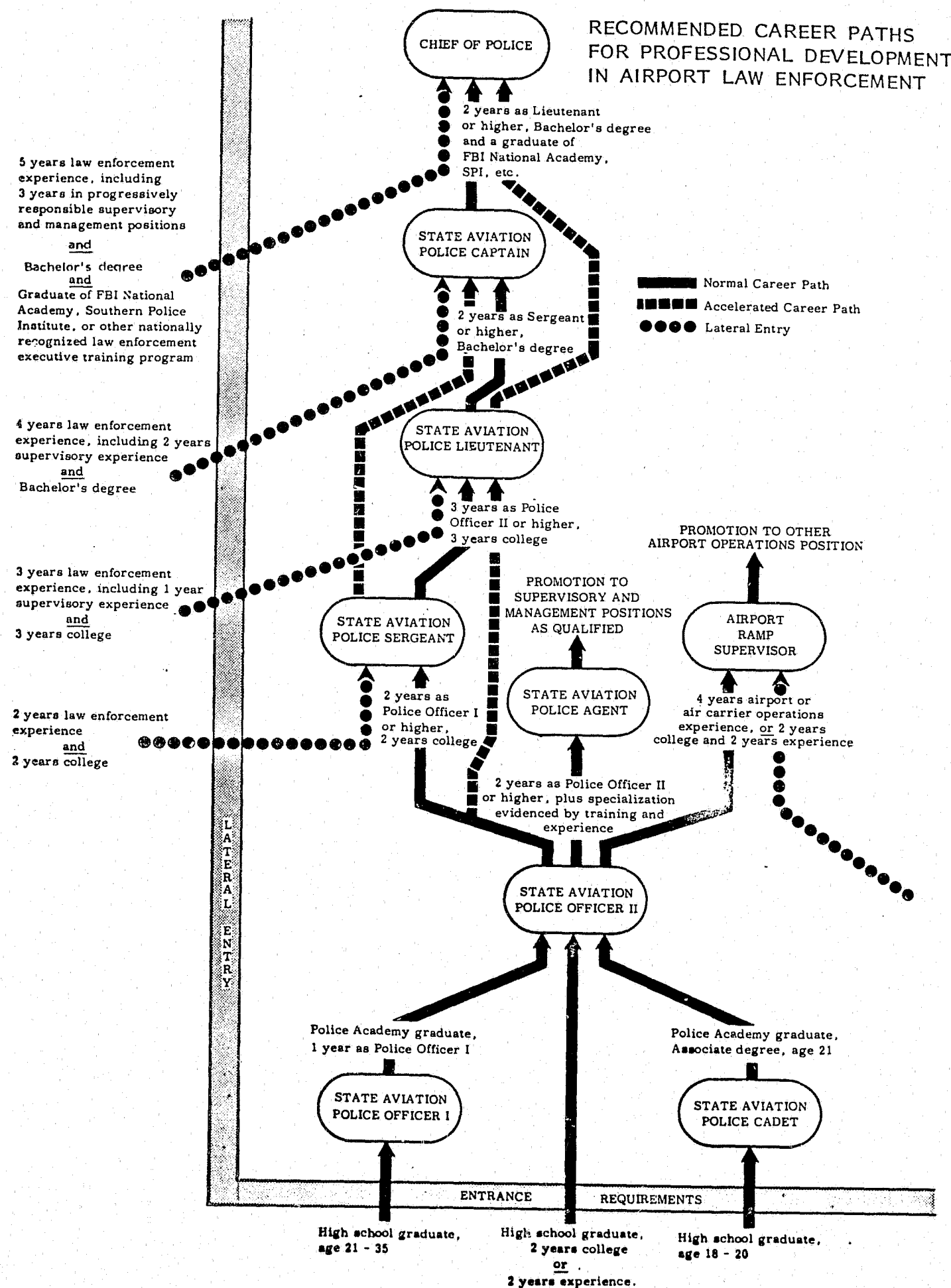
FOR THE PERSONNEL FILE OF DATE

PREPARED BY APPROVED BY

SUBJECT OF MEMORANDUM

DESCRIPTION

I HAVE READ THE ABOVE STATEMENT IN FULL. MY COMMENTS (ARE) (ARE NOT) ATTACHED. SIGNATURE OF MEMBER DATE



STATE AVIATION POLICE CADET

Grade 6, Hourly Rate

MINIMUM QUALIFICATIONS:

- Education:** Graduation from an accredited high school, or possession of a state high school equivalency certificate. High school students who anticipate graduation within six months may take the required examinations.
- Age:** 18 to 20. An applicant may take the required examinations at age 17, but cannot commence his duties until his 18th birthday. No applicant will be appointed after reaching his 20th birthday.
- Physical:** Minimum height 5' 7" for males and 5' 4" for females, with weight in proportion to height.
- Minimum vision (uncorrected) 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth perception required.
- Excellent physical condition as determined by a physical examination and physical performance tests.
- Moral:** Excellent moral character as determined by a comprehensive background investigation. If the investigation reveals a conviction for a serious offense, the applicant will not be appointed.
- Other:** United States citizenship is required. An applicant must be a resident of the State of Maryland and possess a valid class "D" motor vehicle operator's license upon appointment.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position will be required to enroll in an accredited college or university for a minimum of nine hours per semester leading to an associate degree in law enforcement. A grade average of "C" or better must be maintained, and demonstrated capability to do acceptable college work is required for continued employment.

Persons appointed to this position will be scheduled to work an average of twenty hours per week in non-enforcement tasks throughout the Police Department. During periods when not attending classes (semester breaks, holidays, vacations, etc.) Cadets may be assigned

to regular forty-hour weeks as required. Cadets must be willing to perform and be available for duty on around-the-clock-shifts consistent with class schedules, and will be subject to call twenty-four hours a day in case of emergencies.

Persons appointed to this position who have not been promoted to State Aviation Police Officer I within three months after reaching their 21st birthday shall be terminated.

NATURE OF WORK:

This is the training level of airport law enforcement designed to provide young adults with the opportunity to earn an associate degree and obtain actual experience in law enforcement-related tasks, while subjecting them to continuous evaluation of their potential as career police officers by supervisory and management personnel.

Persons appointed to this position will be scheduled to work from two to three eight-hour shifts per week, for an average of twenty hours. Each Cadet will be assigned to a designated commanding officer for a period of six months before being rotated to another commanding officer.

Work will be evaluated largely on the basis of interest and demonstrated aptitude for law enforcement, as well as the performance of assigned duties.

DUTIES AND RESPONSIBILITIES:

Serves as a uniformed representative of the State Aviation Administration by rendering assistance to the traveling public and performing related functions as necessary.

Performs non-enforcement functions such as communications, traffic control, personal injury investigations, and physical security surveys under the supervision of sworn police personnel.

Serves as an observer on vehicle patrol.

Prepares reports and maintains records of all law enforcement and related activities.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Ability to deal courteously and effectively with all segments of the airport community and the general public, and to present a favorable image of the State Aviation Administration.

Ability to learn all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures.

Ability to understand and comply with verbal or written instructions, and to maintain cooperative relationships with police officers and other members of the airport community.

Ability to prepare accurate and complete reports.

Ability to react quickly, calmly and correctly in unusual and emergency situations.

STATE AVIATION POLICE OFFICER I

\$8,800 Flat Rate.

MINIMUM QUALIFICATIONS:

- Education: Graduation from an accredited high school, or possession of a state high school equivalency certificate.
- Age: 21 to 35. An applicant may take the required examinations at age 20, but cannot commence his duties until his 21st birthday. No applicant will be appointed after reaching his 36th birthday.
- Physical: Minimum height 5' 7" for males and 5' 4" for females, with weight in proportion to height.
- Minimum vision (uncorrected) 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth perception required.
- Excellent physical condition as determined by a physical examination and physical performance tests.
- Moral: Excellent moral character as determined by a comprehensive background investigation. If the investigation reveals a conviction for a serious offense, the applicant will not be appointed.
- Other: United States citizenship is required. An applicant must be a resident of the State of Maryland and possess a valid class "D" motor vehicle operator's license upon appointment.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position will be required to successfully complete an entrance-level training course approved by the Maryland Police Training Commission within one year of appointment, and must meet all minimum standards as determined by the Commission.

Persons appointed to this position must be willing to perform and be available for duty on around-the-clock shifts, and will be subject to call twenty-four hours a day in case of emergencies.

Persons appointed to this position who have not been promoted to State Aviation Police Officer II within one year after graduation from an entrance-level training program will be terminated.

NATURE OF WORK:

This is the entrance level of airport law enforcement designed to provide new officers with basic police and specialized airport training, and evaluate their potential as career airport police officers.

Persons appointed to this position will, upon completion of required training, be commissioned as police officers of the State of Maryland and perform all law enforcement and security functions on property owned, leased, operated or under the control of the State Aviation Administration. They are assigned to rotating shifts, weekend and holiday work, and in inclement environments. They are generally under the supervision of a more experienced officer, however; they are expected to work with considerable independence after completion of required training. They do not normally supervise other employees, but are required to regulate the activities of other members of the airport community and the general public.

Work is evaluated largely on the basis of the propriety and effectiveness of actions taken when confronted with varying situations; and on the ability to work efficiently and effectively with other law enforcement officers, airport employees and the general public in accomplishing his assigned duties.

DUTIES AND RESPONSIBILITIES:

Serves as a uniformed representative of the State Aviation Administration by rendering assistance to the traveling public and performing related functions as necessary.

Provides uniformed law enforcement support for air carriers' predeparture screening activities, and takes appropriate action when weapons, explosives or other contraband is discovered.

Performs preventive foot and vehicle patrols of all State Aviation Administration properties and facilities. Enforces all applicable laws and ordinances; and State Aviation Administration rules, regulations and procedures. Warns, issues citations or arrests violators as deemed necessary.

Controls vehicular and pedestrian traffic, issuing traffic citations and impounding vehicles when required.

Investigates and reports on all crimes, accidents and incidents occurring on State Aviation Administration properties; and properly evaluates information obtained through observation, inspections, interviews and interrogations.

Preserves and presents physical evidence, and gives testimony in court.

Responds to fires and other emergencies. Uses available first aid fire appliances and carries out applicable emergency procedures until arrival of Fire Department.

Renders first aid to injured or ailing persons as necessary.

Cooperates with other law enforcement officers and agencies in mutual problems or emergencies.

Prepares reports and maintains records of all law enforcement and related activities.

Maintains proficiency with firearms and non-lethal weapons; operates vehicles and communications equipment.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Ability to learn all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures; and to enforce them firmly, tactfully and impartially.

Ability to understand and comply with verbal or written instructions, and to maintain cooperative relationships with fellow officers and other members of the airport community.

Ability to prepare accurate and complete reports.

Ability to react quickly, calmly and correctly in unusual and emergency situations; and to provide objective leadership when required.

Ability to employ defensive tactics or use firearms when required.

OTHER REQUIREMENTS:

In accordance with Section 40, Article 1A of the Annotated Code of Maryland, persons appointed to this position will be required to become members of the Baltimore City Fire and Police Employees Retirement System, subject to mandatory retirement at age 55.

STATE AVIATION POLICE OFFICER II

Grade 10

MINIMUM QUALIFICATIONS:

FOR PROMOTION

Training: Successful completion of an entrance-level training course approved by the Maryland Police Training Commission, and all required training.

Experience: One year's satisfactory performance as a State Aviation Police Officer I.

FOR LATERAL ENTRY

Education/
Experience: Two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

OR

Graduation from an accredited high school, or possession of a state high school equivalency certificate; possession of an entrance level training certificate issued or recognized by the Maryland Police Training Commission; and two years' law enforcement experience.

Age: 21 to 35. An applicant may take the required examinations at age 20, but cannot commence his duties until his 21st birthday. No applicant will be appointed after reaching his 36th birthday.

Physical: Minimum height 5' 7" for males and 5' 4" for females, with weight in proportion to height.

Minimum vision (uncorrected) 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth perception required.

Excellent physical condition as determined by a physical examination and physical performance tests.

Moral: Excellent moral character as determined by a comprehensive background investigation. If the investigation reveals a conviction for a serious offense, the applicant will not be appointed.

Other: United States citizenship is required. An applicant must be a resident of the State of Maryland and possess a valid class "D" motor vehicle operator's license upon appointment.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position will, if not in possession of an entrance-level training certificate issued or approved by the Maryland Police Training Commission, successfully complete an entrance-level training course approved by the Commission within one year of appointment, and must meet all minimum standards as determined by the Commission.

Persons appointed to this position must be willing to perform and be available for duty on around-the-clock shifts, and will be subject to call twenty-four hours a day in case of emergencies.

NATURE OF WORK:

This is the proficient level of airport law enforcement at which officers are required to perform all routine police duties and responsibilities.

Persons appointed to this position are commissioned as police officers of the State of Maryland and perform all law enforcement and security functions on property owned, leased, operated or under the control of the State Aviation Administration. They are assigned to rotating shifts, weekend and holiday work, and in inclement environments. They are expected to work with considerable independence, and may supervise less experienced officers, including assignments as Field Training Officers. They are required to regulate the activities of other members of the airport community and the general public.

Work is evaluated largely on the basis of the propriety and effectiveness of actions taken when confronted with varying situations; and on the ability to work efficiently and effectively with other law enforcement officers, airport employees and the general public in accomplishing his assigned duties.

DUTIES AND RESPONSIBILITIES:

Serves as a uniformed representative of the State Aviation Administration by rendering assistance to the traveling public and performing related functions as necessary.

Provides uniformed law enforcement support for air carriers' predeparture screening activities, and takes appropriate action when weapons, explosives or other contraband is discovered.

CONTINUED

1 OF 2

Performs preventive foot and vehicle patrols of all State Aviation Administration properties and facilities. Enforces all applicable laws and ordinances; and State Aviation Administration rules, regulations and procedures. Warns, issues citations or arrests violators as deemed necessary.

Controls vehicular and pedestrian traffic, issuing traffic citations and impounding vehicles when required.

Investigates and reports on all crimes, accidents and incidents occurring on State Aviation Administration properties; and properly evaluates information obtained through observation, inspections, interviews and interrogations.

Preserves and presents physical evidence, and gives testimony in court.

Responds to fires and other emergencies. Uses available first aid fire appliances and carries out applicable emergency procedures until arrival of Fire Department.

Renders first aid to injured or ailing persons as necessary.

Cooperates with other law enforcement officers and agencies in mutual problems or emergencies.

Prepares reports and maintains records of all law enforcement and related activities.

Maintains proficiency with firearms and non-lethal weapons; operates vehicles and communications equipment.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Working knowledge of all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures; and the ability to enforce them firmly, tactfully and impartially.

Ability to understand and comply with verbal or written instructions, and to maintain cooperative relationships with fellow officers and other members of the airport community.

Ability to prepare accurate and complete reports.

Ability to react quickly, calmly and correctly in unusual and emergency situations; and to provide objective leadership when required.

Ability to employ defensive tactics or use firearms when required.

OTHER REQUIREMENTS:

In accordance with Section 40, Article 1A of the Annotated Code of Maryland, persons appointed to this position will be required to become members of the Baltimore City Fire and Police Employees Retirement System, subject to mandatory retirement at age 55.

STATE AVIATION POLICE AGENT

Grade 11

MINIMUM QUALIFICATIONS:

Training: Completion of a recognized training course in a specialized professional skill needed by the Police Department as determined by the Chief of Police. Examples include, but are not necessarily limited to, the following:

- Air Cargo Security
- Bombs and Explosives
- Crime Prevention
- Criminal Intelligence
- Firearms and Non-Lethal Weapons
- Internal Investigations
- Juvenile Delinquency
- Narcotics and Dangerous Drugs
- Traffic Enforcement and Investigations
- VIP Protection

Experience: Two years' experience as a State Aviation Police Officer II.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position must be willing to perform and be available for duty on around-the-clock shifts and will be subject to call twenty-four hours a day in case of emergencies.

Persons appointed to this position may be returned to their previous rank at any time when the Chief of Police, in his sole discretion, deems that they have not maintained proficiency and/or continued superior performance in their specialized fields.

NATURE OF WORK:

This is the advanced level of airport law enforcement at which continued proficiency and superior performance are required in a specialized professional skill needed by the Police Department.

Persons appointed to this position are commissioned as police officers of the State of Maryland and perform all law enforcement and security functions on property owned, leased, operated or under the control of the State Aviation Administration. They are assigned to rotating shifts, weekend and holiday work, and in inclement environments. They are expected to work with considerable independence, and may supervise less experienced officers, including assignments as Field Training Officers. They are required to regulate the activities of other members of the airport community and the general public.

Work is evaluated on the basis of demonstrated proficiency and productivity in a specialized professional skill; on the propriety and effectiveness of actions taken when confronted with varying situations; and on the ability to work efficiently and effectively with other law enforcement officers, airport employees and the general public in accomplishing his assigned duties.

DUTIES AND RESPONSIBILITIES:

Serves as a uniformed representative of the State Aviation Administration by rendering assistance to the traveling public and performing related functions as necessary.

Provides uniformed law enforcement support for air carriers' predeparture screening activities, and takes appropriate action when weapons, explosives or other contraband is discovered.

Performs preventive foot and vehicle patrols of all State Aviation Administration properties and facilities. Enforces all applicable laws and ordinances; and State Aviation Administration rules, regulations and procedures. Warns, issues citations or arrests violators as deemed necessary.

Controls vehicular and pedestrian traffic, issuing traffic citations and impounding vehicles when required.

Investigates and reports on all crimes, accidents and incidents occurring on State Aviation Administration properties; and properly evaluates information obtained through observation, inspections, interviews and interrogations.

Preserves and presents physical evidence, and gives testimony in court.

Provides support of law enforcement operations in a specialized professional field. Serves as a supervisor and instructor in that field when required.

Responds to fires and other emergencies. Uses available first aid fire appliances and carries out applicable emergency procedures until arrival of Fire Department.

Renders first aid to injured or ailing persons as necessary.

Cooperates with other law enforcement officers and agencies in mutual problems or emergencies.

Prepares reports and maintains records of all law enforcement and related activities.

Maintains proficiency with firearms and non-lethal weapons; operates vehicles and communications equipment.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Thorough knowledge of all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures; and the ability to enforce them firmly, tactfully and impartially.

Ability to understand and comply with verbal or written instructions, and to maintain cooperative relationships with fellow officers and other members of the airport community.

Ability to develop and maintain proficiency and continued superior performance in a specialized professional skill.

Ability to instruct other officers in his specialized field, and to supervise other officers assigned to him when required.

Ability to react quickly, calmly and correctly in unusual and emergency situations; and to provide objective leadership when required.

Ability to employ defensive tactics or use firearms when required.

OTHER REQUIREMENTS:

In accordance with Section 40, Article 1A of the Annotated Code of Maryland, persons appointed to this position will be required to become members of the Baltimore City Fire and Police Employees Retirement System, subject to mandatory retirement at age 55.

STATE AVIATION POLICE SERGEANT

Grade 12

MINIMUM QUALIFICATIONS:

FOR PROMOTION

Education: Beginning July 1, 1977, one year (30 semester hours) of college, with a minimum of 6 semester hours in criminal justice subjects.

Beginning July 1, 1978, two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

Experience: Two years' experience as a State Aviation Police Officer I or higher.

FOR LATERAL ENTRY

Education: Two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

Training: Possession of an entrance-level training certificate issued or recognized by the Maryland Police Training Commission.

Experience: Two years' law enforcement experience.

Age: 21 to 35. An applicant may take the required examinations at age 20, but cannot commence his duties until his 21st birthday. No applicant will be appointed after reaching his 36th birthday, however, the Chief of Police may waive the maximum age prescribed above.

Physical: Minimum height 5' 7" for males and 5' 4" for females, with weight in proportion to height.

Minimum vision (uncorrected) 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth perception required.

Excellent physical condition as determined by a physical examination and physical performance tests.

Moral: Excellent moral character as determined by a comprehensive background investigation. If the investigation reveals a conviction for a serious offense, the applicant will not be appointed.

Other: United States citizenship is required. An applicant must be a resident of the State of Maryland and possess a valid class "D" motor vehicle operator's license upon appointment.

The Chief of Police may establish additional requirements of training, experience and education for specialized positions to be filled by lateral entry.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position must successfully complete the prescribed course for police supervisors as required by the Maryland Police Training Commission within one year of appointment.

Persons appointed to this position must be willing to perform and be available for duty on around-the-clock shifts, and will be subject to call twenty-four hours a day in case of emergencies.

NATURE OF WORK:

This is the first line supervisory level of airport law enforcement.

Persons appointed to this position are commissioned as police officers of the State of Maryland and perform all law enforcement and security functions on property owned, leased, operated or under the control of the State Aviation Administration. They generally function as team leaders, supervising a team of up to ten officers performing patrol, traffic control and screening support functions. Such supervision is provided both by training and constant field inspection.

Sergeants are assigned to rotating shifts, weekend and holiday work, and in inclement environments. Duties are generally performed in accordance with established rules and procedures, but in emergencies or unusual circumstances sound judgement is required to give orders for effective action.

Work is evaluated largely on the basis of supervisory ability as demonstrated by the proficiency and productivity of subordinates; on the propriety and effectiveness of orders given and actions taken when confronted with varying situations; and on the ability to work efficiently and effectively with other law enforcement officers, airport employees and the general public in accomplishing his team's assigned duties.

DUTIES AND RESPONSIBILITIES:

Serves as a uniformed representative of the State Aviation Administration by rendering assistance to the traveling public and performing related functions as necessary.

Conducts roll call training, inspects appearance of officers and equipment, and assigns individual officers to posts.

Inspects officers while on post and patrol, provides field supervision and monitoring of performance, and coordinates activities involving two or more officers.

Supervises investigations of crimes, accidents and incidents occurring on State Aviation Administration properties.

Responds to fires and other emergencies and supervises emergency procedures until arrival of Fire Department.

Provides additional patrol coverage and backup as required.

Cooperates with other law enforcement officers and agencies in mutual problems or emergencies.

Reviews officers' reports, and maintains records of all law enforcement and related activities.

Monitors individual officers' performance against departmental objectives.

Maintains proficiency with firearms and non-lethal weapons; operates vehicles and communications equipment.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Ability to deal courteously and effectively with all segments of the airport community and the general public, and to present a favorable image of the State Aviation Administration.

Ability to supervise the activities of subordinates in a manner conducive to maximum performance and high morale.

Thorough knowledge of all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures; and the ability to enforce them firmly, tactfully and impartially.

Ability to conduct effective roll call training sessions on a wide variety of law enforcement and security subjects.

Ability to issue effective verbal and written instructions to subordinates, to understand and comply with such instructions received from superiors, and to maintain cooperative relationships with fellow officers and other members of the airport community.

Ability to prepare accurate and complete reports.

Ability to react quickly, calmly and correctly in unusual and emergency situations; and to provide objective leadership when required.

Ability to employ defensive tactics or use firearms when required.

OTHER REQUIREMENTS:

In accordance with Section 40, Article 1A of the Annotated Code of Maryland, persons appointed to this position will be required to become members of the Baltimore City Fire and Police Employees Retirement System, subject to mandatory retirement at age 55.

STATE AVIATION POLICE LIEUTENANT

Grade 14

MINIMUM QUALIFICATIONS:

FOR PROMOTION

Education: Beginning July 1, 1976, one year (30 semester hours) of college, with a minimum of 6 semester hours in criminal justice subjects.

Beginning July 1, 1977, two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.

Beginning July 1, 1978, three years (90 semester hours) of college, with a minimum of 18 semester hours in criminal justice subjects.

Experience: Three years' experience as a State Aviation Police Officer II or higher.

FOR LATERAL ENTRY

Education: Three years (90 semester hours) of college, with a minimum of 18 semester hours in criminal justice subjects.

Training: Possession of an entrance-level training certificate issued or recognized by the Maryland Police Training Commission.

Experience: Three years' law enforcement experience, including one year of supervisory experience.

Age: 21 to 35. An applicant may take the required examinations at age 20, but cannot commence his duties until his 21st birthday. No applicant will be appointed after reaching his 36th birthday, however, the Chief of Police may waive the maximum age prescribed above.

Physical: Minimum height 5' 7" for males and 5' 4" for females, with weight in proportion to height.

Minimum vision (uncorrected) 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth perception required.

Excellent physical condition as determined by a physical examination and physical performance tests.

Moral: Excellent moral character as determined by a comprehensive background investigation. If the investigation reveals a

conviction for a serious offense, the applicant will not be appointed.

Other: United States Citizenship is required. An applicant must be a resident of the State of Maryland and possess a valid class "D" motor vehicle operator's license upon appointment.

The Chief of Police may establish additional requirements of training, experience and education for specialized positions to be filled by lateral entry.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position must successfully complete the prescribed course for police administrators as required by the Maryland Police Training Commission within one year of appointment.

Persons appointed to this position must be willing to perform and be available for duty on around-the-clock shifts, and will be subject to call twenty-four hours a day in case of emergencies.

NATURE OF WORK:

This is the mid-management level of airport law enforcement.

Persons appointed to this position are commissioned as police officers of the State of Maryland and perform all law enforcement and security functions on property owned, leased, operated or under the control of the State Aviation Administration. They generally function as watch commanders, directing the activities of one or more patrol teams and supporting personnel. Such direction is provided by effective management of supervisors and efficient utilization of available personnel and equipment to meet anticipated requirements.

Lieutenants are assigned to rotating shifts, weekend and holiday work, and in inclement environments. Duties are generally performed in accordance with established rules and procedures, but in emergencies or unusual circumstances sound judgement is required to give orders for effective action. When functioning in a specialized or highly complex assignment, a Lieutenant may be required to take complete charge of that function and become the "expert" or resource person for that area.

Work is evaluated largely on the basis of management ability as demonstrated by the proficiency and productivity of subordinates; on the propriety and effectiveness of orders given and actions taken when confronted with varying situations; on the ability to successfully complete specialized and highly complex assignments; and on the ability to work efficiently and effectively with other law enforcement officers, airport employees and the general public in accomplishing his assigned duties.

DUTIES AND RESPONSIBILITIES:

Serves as a uniformed representative of the State Aviation Administration by rendering assistance to the traveling public and performing related functions as necessary.

Instructs subordinates in the proper performance of their duties, giving advice and assistance when required.

Assigns teams to specific duties, supervises team leaders and monitors their effectiveness to insure a high level of field supervision at all times.

Supervises or conducts roll call training and inspects appearance of officers and equipment on a regular basis.

Coordinates activities of teams and assumes field command in emergencies.

Maintains continuous liaison with the Airport Operations Department.

Cooperates with other law enforcement officers and agencies in mutual problems or emergencies.

Reviews team leaders' and dispatcher's reports, and maintains records of all law enforcement activities.

Monitors teams' performance against departmental objectives.

Maintains proficiency with firearms and non-lethal weapons; operates vehicles and communications equipment.

Develops operational, administrative or fiscal plans in specific program areas, then coordinates implementation and monitors effectiveness.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Ability to deal courteously and effectively with all segments of the airport community and the general public, and to present a favorable image of the State Aviation Administration.

Ability to review, evaluate and make sound operational, administrative and fiscal judgements from written and oral reports; and to act upon these judgements through subordinates.

Ability to supervise the activities of subordinates in a manner conducive to maximum performance and high morale.

Thorough knowledge of all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures; and the ability to enforce them firmly, tactfully and impartially.

Ability to conduct effective roll call training sessions on a wide variety of law enforcement security subjects.

Ability to issue effective verbal and written instructions to subordinates, to understand and comply with such instructions received from superiors, and to maintain cooperative relationships with fellow officers and other members of the airport community.

Ability to prepare accurate and complete reports.

Ability to react quickly, calmly and correctly in unusual and emergency situations; and to provide objective leadership when required.

Ability to employ defensive tactics or use firearms when required.

OTHER REQUIREMENTS:

In accordance with Section 40, Article 1A of the Annotated Code of Maryland, persons appointed to this position will be required to become members of the Baltimore City Fire and Police Employees Retirement System, subject to mandatory retirement at age 55.

STATE AVIATION POLICE CAPTAIN

Grade 16

MINIMUM QUALIFICATIONS:

FOR PROMOTION

- Education: Beginning July 1, 1975, one year (30 semester hours) of college, with a minimum of 6 semester hours in criminal justice subjects.
- Beginning July 1, 1976, two years (60 semester hours) of college, with a minimum of 12 semester hours in criminal justice subjects.
- Beginning July 1, 1977, three years (90 semester hours) of college, with a minimum of 18 semester hours in criminal justice subjects.
- Beginning July 1, 1978, a bachelor's degree, with a minimum of 24 semester hours in criminal justice subjects.
- Experience: Two years' experience as a State Aviation Police Sergeant or higher.

FOR LATERAL ENTRY

- Education: A bachelor's degree, with a minimum of 24 semester hours in criminal justice subjects.
- Training: Possession of an entrance-level training certificate issued or recognized by the Maryland Police Training Commission.
- Experience: Four years' law enforcement experience, including two years of supervisory experience.
- Age: 21 to 35. An applicant may take the required examinations at age 20, but cannot commence his duties until his 21st birthday. No applicant will be appointed after reaching his 36th birthday, however, the Chief of Police may waive the maximum age prescribed above.
- Physical: Minimum height 5' 7" for males and 5' 4" for females, with weight in proportion to height.
- Minimum vision (uncorrected) 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth preception required.

Excellent physical condition as determined by a physical examination and physical performance tests.

Moral: Excellent moral character as determined by a comprehensive background investigation. If the investigation reveals a conviction for a serious offense, the applicant will not be appointed.

Other: United States citizenship is required. An applicant must be a resident of the State of Maryland and possess a valid class "D" motor vehicle operator's license upon appointment.

The Chief of Police may establish additional requirements of training, experience and education for specialized positions to be filled by lateral entry.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position must successfully complete the prescribed course for police administrators as required by the Maryland Police Training Commission within one year of appointment, if they have not previously done so.

Persons appointed to this position will be subject to call twenty-four hours a day in case of emergencies.

NATURE OF WORK:

This is the top management level of airport law enforcement.

Persons appointed to this position are commissioned as police officers of the State of Maryland and perform all law enforcement and security functions on property owned, leased, operated or under the control of the State Aviation Administration. They generally function as division commanders, directing the activities of the Patrol Division and the Services Division, and serve as members of the Management Steering Committee.

The Captain commanding the Patrol Division is responsible for the efficient and effective management of preventive patrol, traffic control, screening support, air operations area security, traffic accident and personal injury investigations, preliminary criminal investigations, response to emergencies, communications, and service to the airport community.

The Captain commanding the Services Division is responsible for the efficient and effective management of professional training, personnel development, physical security, employee identification, crime prevention, record keeping, supplies and equipment, follow-up criminal investigations and court liaison.

Work is evaluated largely on the basis of management ability as demonstrated by the efficiency and effectiveness of the division commanded; on the propriety and effectiveness of orders given and actions taken when confronted with varying situations; on the ability to complete specialized and highly complex assignments; and on the ability to work efficiently and effectively with other law enforcement officers, airport employees and the general public in accomplishing his assigned duties.

DUTIES AND RESPONSIBILITIES

Serves as a representative of the State Aviation Administration, rendering assistance to the traveling public and performing related functions as necessary.

Coordinates and controls all activities of the division to which assigned; implements these plans; and monitors performance against objectives.

Reviews subordinates' reports, and maintains records of all law enforcement activities.

Serves as a member of the Management Steering Committee.

Cooperates with other law enforcement officers and agencies in mutual problems or emergencies.

Maintains proficiency with firearms and non-lethal weapons; operates vehicles and communications equipment.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Ability to deal courteously and effectively with all segments of the airport community and the general public, and to present a favorable image of the State Aviation Administration.

Ability to review, evaluate and make sound operational, administrative and fiscal judgements from written and oral reports; and to act upon these judgements through subordinates.

Ability to coordinate varied line, staff and support functions to achieve the highest possible level of overall operating effectiveness.

Ability to supervise the activities of subordinates in a manner conducive to maximum performance and high morale.

Thorough knowledge of all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures; and the ability to enforce them firmly, tactfully and impartially.

Ability to issue effective verbal and written instructions to subordinates, to understand and comply with such instructions received from superiors, and to maintain cooperative relationships with fellow officers and other members of the airport community.

Ability to prepare accurate and complete reports.

Ability to react quickly, calmly and correctly in unusual and emergency situations; and to provide objective leadership when required.

Ability to employ defensive tactics or use firearms when required.

OTHER REQUIREMENTS:

In accordance with Section 40, Article 1A of the Annotated Code of Maryland, persons appointed to this position will be required to become members of the Baltimore City Fire and Police Employees Retirement System, subject to mandatory retirement at age 55.

CHIEF OF POLICE, STATE AVIATION ADMINISTRATION

Unclassified.

MINIMUM QUALIFICATIONS:

Education: A bachelor's degree, with a minimum of 24 semester hours in criminal justice subjects.

Training: Possession of an entrance-level training certificate issued or recognized by the Maryland Police Training Commission; and satisfactory completion of a recognized law enforcement executive training program, such as the FBI National Academy or the Southern Police Institute.

Experience: Five years' law enforcement experience, including three years in progressively responsible supervisory and management positions.

Age: 21 to 35. The maximum age may be waived by the Secretary of Transportation.

Physical: Minimum height 5' 7" for males and 5' 4" for females, with weight in proportion to height.

Minimum vision (uncorrected) 20/100 in each eye, with total vision corrected to 20/20. Normal color and depth perception required.

Excellent physical condition as determined by a physical examination and physical performance tests.

Moral: Excellent moral character as determined by a comprehensive background investigation. If the investigation reveals a conviction for a serious offense, the applicant will not be appointed.

Other: United States citizenship is required. An applicant must be a resident of the State of Maryland and possess a valid class "D" motor vehicle operator's license upon appointment.

CONDITIONS OF EMPLOYMENT:

Persons appointed to this position will be subject to call twenty-four hours a day in case of emergencies.

NATURE OF WORK:

This position is that of chief law enforcement officer for the State Aviation Administration.

The person appointed to this position is commissioned as a police officer of the State of Maryland and performs all law enforcement and security functions on property owned, leased, operated or under the control of the State Aviation Administration. He is the commanding officer of the Police Department and serves as the State Aviation Administrator's staff advisor on law enforcement and security matters. He has considerable latitude in the development of policies and procedures and in the overall operation of the Police Department.

Work is evaluated largely on the basis of management ability as demonstrated by the overall efficiency and effectiveness of the Police Department; on the propriety and effectiveness of police policies and procedures, and orders given and actions taken when confronted with varying situations; on the ability to coordinate airport-wide law enforcement and security operations; and on the ability to work efficiently and effectively with other law enforcement officers, airport employees and the general public in accomplishing his assigned duties.

DUTIES AND RESPONSIBILITIES:

Serves as a representative of the State Aviation Administration by rendering assistance to the traveling public and performing related functions as necessary.

Represents the State Aviation Administration in the law enforcement community and the Police Department in the airport community, keeping them informed about the Police Department's progress and plans for the future.

Coordinates and controls the functions of subordinate units and individuals within the Police Department.

Develops annual objectives, plans and budgets for the Police Department; implements these plans; and monitors departmental performance against objectives.

Assigns, schedules, supervises, evaluates, commands and disciplines members of the Police Department in accordance with existing policies and procedures.

Reviews subordinates' reports, and maintains records of all law enforcement activities.

Serves as Chairman of the Management Steering Committee.

Participates actively in professional associations, and cooperates with other law enforcement agencies in mutual problems or emergencies.

Periodically reappraises the Police Department to insure that it is keeping in step with new developments in law enforcement and security and the needs of the airport community.

Maintains proficiency with firearms and non-lethal weapons; operates vehicles and communications equipment.

Performs related duties as required.

ESSENTIAL REQUIREMENTS:

Ability to deal courteously and effectively with all segments of the airport community and the general public, and to present a favorable image of the State Aviation Administration.

Ability to effectively articulate airport law enforcement and security requirements and departmental needs to both airport management and the airport community; and to justify police policies, procedures and activities when required.

Ability to review, evaluate and make sound operational, administrative and fiscal judgements from written and oral reports; and to act upon these judgements through subordinates.

Ability to avoid performing tasks that should be performed by subordinates, and to develop subordinates' talents by delegating greater authority as they demonstrate the necessary capabilities.

Ability to coordinate all line, staff and support functions to achieve the highest possible level of overall operating effectiveness.

Ability to stimulate all personnel to maximum effort by leading them toward accomplishment of departmental objectives, and inspiring them to exercise their authority and make their own decisions within the framework of established policies and procedures.

Thorough knowledge of all applicable laws and ordinances, State Aviation Administration rules and regulations, and Police Department policies and procedures; and the ability to enforce them firmly, tactfully and impartially.

Ability to issue effective verbal and written instructions to subordinates, to understand and comply with such instructions received from superiors, and to maintain cooperative relationships with fellow officers and other members of the airport community.

Ability to prepare accurate and complete reports.

Ability to react quickly, calmly and correctly in unusual and emergency situations; and to provide objective leadership when required.

Ability to employ defensive tactics or use firearms when required.

OTHER REQUIREMENTS:

In accordance with Section 40, Article 1A of the Annotated Code of Maryland, persons appointed to this position will be required to become members of the Baltimore City Fire and Police Employees Retirement System, subject to mandatory retirement at age 55.

END