
 Cambridge Police Department	POLICY & PROCEDURES		No. 201	
	Subject/Title: Recognition & Awards Program			
	Issuing Authority: 	Issue Date: February 1, 2010	Effective Date: February 1, 2010	Review Date:
	Robert C. Haas Police Commissioner	Rescinds: 2003-4		
References/ Attachments:		Accreditation Standards: 26.1.2		

I. PURPOSE:

This directive will describe the Cambridge Police Department's Employee Recognition and Awards Program. It will also describe how employees should be nominated for consideration of a department award or commendation, the criteria associated with each medal, award, ribbon, and commendation that are part of the recognition and awards program, and the department's expectation for command and/or supervisory personnel acknowledge and recognize employee performance. This set of guidelines will describe how supervisory personnel are expected to acknowledge and recognize the performance and acts that distinguish an employee under their command or supervision.

II. POLICY:¹

It is the responsibility of every individual holding a command and/or supervisory position within the police department to be constantly aware of the performance of those members of the department who are under their command and/or supervision, and when appropriate, take affirmative action in recognizing exceptional performance and/or acts which distinguish those under their command or supervision. This is an ongoing process that is designed to reinforce an employee's desire to achieve more than what is considered the minimum level of performance. When an employee of this department goes beyond what has been established as the acceptable standard of performance and has achieved exceptional performance, to include a continual level that exceeds what is normally expected or in a situation or circumstance when an employee has distinguished him/herself, it becomes the responsibility of those supervising said employee to recommend them for formal recognition. It is also the policy of this department for command and/or supervisory personnel to continually acknowledge performance that in their estimation distinguishes that employee.

¹ CALEA Std.: **26.1.2** – A written directive establishes procedures and criteria for recognizing employees for exceptional performance.

III. GENERAL CONSIDERATIONS & GUIDELINES:

Although it is the objective of this department to encourage and support its members to achieve a continually higher level of performance, many employees will strive to only achieve what has been established as the standard of performance. There are a number of members of the department who will always exceed those performance standards for a variety of reasons. In some case, employees will respond to the expectations of their supervisors out of respect and in response to positive reinforcement. Others will strive to exceed beyond those standards that have set for them because they take pride in themselves and obtain a level of self gratification. Regardless of the reason, it remains the key objective of the department's command and supervisory personnel to encourage and support those members of the department who believe in the mission of the Cambridge Police Department and strive to set themselves apart from the rest.

Toward that end, command and supervisory personnel should always work to ensure that members of the department know and understand what is expected of them with respect to the acceptable performance. It is also their responsibility to work with members of the department to continually work to strive to improve their overall performance.

The preferred method in moving the department in a forward direction is to get its members to always strive to go beyond established performance standards, and continually improve over time. This is often accomplished by those who have been charged with supervisory responsibility to work individually with members of the department who fall under their immediate direction and to encourage them to continually improve upon their performance. This is accomplished in a number of ways to include: providing constant feedback and direction; correcting errant behavior; encouraging independent decision-making that is consistent with department guidelines; providing encouragement and support; and when it occurs, acknowledging performance that exceeds expectations.

To facilitate this kind of positive support and encouragement, the department has devised both formal and informal processes whereby members of the department will be recognized for exceptional performance and/or acts where they have extinguished themselves. This directive is designed to describe the various ways in which supervisory personnel are not only able to recognize such performance, but are encouraged to make this part of their day-to-day routine.

There is always a tendency to criticize faulty behavior, performance, or judgment, and a tendency to overlook or take for granted those acts and levels of performance which exceed our expectations. Taking positive steps to acknowledge and recognize exceptional performance serves as a powerful re-enforcement for those employees who excel and also serves as an incentive for those employees who we know have the capacity and capabilities, but do not electively chose to meet those expectations. It is equally important to recognize and encourage those employees who are striving to improve upon their overall performance, but who have not yet developed the prerequisite skill set.

Supervisory personnel are expected to recognize and support performance that exceeds the standards of performance. They should always recognize those situations where a

member of the department who has gone beyond what would normally be expected in resolving a situation, or who continually excels in their overall performance. Often prompt and immediate praise for such acts is always well received, and when possible, recognized in front of other members of the department (whether it is during a roll call session, over the radio, or when other officers may be gathered). This type of informal recognition serves to re-enforce positive encouragement and generally promotes continued excellent work performance.

There are times when members of the department distinguish themselves in a way where it warrants and deserves some form of formal of recognition. This can take the form of a Letter of Commendation (issued by the Police Commissioner), or the issuance of a department award, ribbon, or certificate. The “Employee Recognition and Awards Program” has been established to recognize individuals, units, or agencies who perform their duties on a day-to-day basis with pride, professionalism and devotion to duty. It has also been established to commend deserving employees and members of the public for outstanding police service and/or contributions to the community.

IV. MEDALS/AWARDS/RIBBONS/COMMENDATIONS:

- A. **Service Medals:** This set of awards represents the highest level of formal recognition that is awarded upon any member of the Cambridge Police Department, and is generally given recognition for an act or situation where a member of this department has distinguished him/herself. Nominations for these awards may be made by any member of the department; any member of a city department, board, commission, or committee; any civil or non-governmental entity; or any member of the general public. The decision to grant this award will be based upon the consensus and recommendation of the Cambridge Police Awards Committee, and with approval of the Police Commissioner. Service Medals are categorized by certain acts or activities described as follows:
1. *Lawrence W. Gorman Medal of Honor:* The Medal of Honor may be awarded to any CPD employee for an act of outstanding bravery or heroism. Demonstrated unselfishness, courage, and the immediate high risk of death or serious physical injury would characterize such an act. The award may also be given posthumously to an employee who has died while involved in action of demonstrated heroism.
 2. *William Loughrey Medal of Valor:* The Medal of Valor may be awarded to any CPD employee for an act of bravery that demonstrates obvious self-sacrifice in the face of death or serious physical injury.
 3. *Albert G. Eckardt Medal of Commendation:* The Medal of Commendation may be awarded to any CPD employee for an outstanding act that brings credit to the Cambridge Police Department and is highly recognized by other

employees or citizens. This act is characterized by obvious self-sacrifice while facing personal danger.

4. *Thomas J. Riley Lifesaving Medal:* The Life Saving Award may be awarded to any CPD employee for an act of bravery and/or courage committed with without regard to personal safety, which contributed to the saving of a person's life.
5. *Herbert Halliday Lifesaving Ribbon:* The Lifesaving Ribbon may be awarded to any CPD employee for an act which resulted in the saving of human life.
6. *Purple Heart Medal:* Awarded to a member who, in the line of duty, sustains significant injury. This award is primarily intended to recognize members who are injured as the result of an aggravated battery, but the selection committee may consider injuries from other, non-intentional events such as fires, explosions, collisions, etc., as valid justification.

B. Awards & Ribbons: Represents the second highest level of formal recognition that may be awarded to a member or unit of the Cambridge Police Department, and also includes awards that may be given to other members of the law enforcement community or members of the general public. Awards and ribbons are generally given recognition for a level of performance, ongoing activities or services that are continually provided for the betterment of the Cambridge Police Department or the City of Cambridge. Nominations for these awards may be made by any member of the department; any member of a city department, board, commission, or committee; any civil or non-governmental entity; or any member of the general public. The decision to grant this award will be based upon the consensus and recommendation of the Cambridge Police Awards Committee, and with approval of the Police Commissioner. The awards and ribbons are categorized as follows:

1. *Carl & Ruth Barron Employee of the Year Awards:* These awards are named in honor of Carl & Ruth Barron who have been staunch supporters of the Cambridge Police Department, and who have given so much of themselves to the City of Cambridge they serve as role models of what exemplifies devotion to community and public service. These awards are bestowed upon those members of the Cambridge Police Department who have continually distinguished themselves in their respective fields of service within the police department. In this instance, nominations of an employee for one of the five award categories may be made by any member of the department (to include co-workers, subordinates, other city workers, supervisory personnel, and members of the general public. When considering a nomination, the following factors should be taken into consideration:
 - Continually exercised professional courtesy and tact when dealing with the public and fellow members of the department;

- Reflects professional devotion, interest, and motivation in assigned areas of responsibilities;
- Maintained a satisfactory attendance records;
- Displayed a professional, neat, and well-groomed appearance;
- Is considered a member in good standing, whereby there has not been any disciplinary action taken during the evaluation period.

To be the Employee of the Year, it will be based on the consensus of the employee's supervisory officers, and a general consensus and recommendation of the Cambridge Police Awards Committee, and with approval of the Police Commissioner. The categories for Employee of the Year Award are as follows:

- a. *Patrol Officer of the Year:* This award will be presented to a member of the patrol operations within the Operations Division who holds the rank of patrol officer, and who has distinguished him/herself by continually performing at an exceptional level of performance in terms of the overall quality of work, service and responsiveness to the public, and maintaining a high level of productivity.
- b. *Detective of the Year:* This award will be presented to a member of the Criminal Investigations Section who holds the rank of detective, and who has distinguished him/herself by continually performing at an exceptional level of performance in terms of the overall quality of investigations, service and responsiveness to the general public, and maintaining a high level of productivity.
- c. *Specialist Officer of the Year:* This award will be presented to a member of any one of the specialist units within the police department who holds the rank of patrol officer or detective, and who has distinguished him/herself by continually performing at an exceptional level of performance in terms of the overall quality of work within his/her assigned special assignment, service and responsiveness to the general public, and maintaining a high level of productivity.
- d. *Superior Officer of the Year:* This award will be presented any member of the police department who holds the rank of lieutenant or sergeant, and who has distinguished him/herself by continually performing at an exceptional level of performance in terms the overall quality of supervision, service and responsiveness to the members of the department who are under his/her command, and by virtue of his/her leadership skills.
- e. *Non-sworn Employee of the Year:* This award will be presented to a non-sworn member of the police department who has distinguished him/herself by continually performing at an exceptional level of performance in terms

of the overall quality of work product, service and responsiveness to the other members of the department and/or the general public, and maintaining a high level of productivity.

2. *Larry Burke Community Policing Award:* This award may be conferred upon an individual, unit, or agency within the City of Cambridge in recognition of his/her or its involvement in making the city a better place to live, work, and/or raise a family.
3. *Cambridge Police Law Enforcement Award:* This award may be conferred upon a law enforcement officer from another agency, unit or agency from outside of the City of Cambridge, in recognition of his/her or its involvement in making the city a better and safer place to live, work, and/or raise a family.
4. *Distinguished Service Award:* The Distinguished Service Award may be presented to any Cambridge Police Department employee or unit having demonstrated compassion to those who are in need by providing understanding, empathy and confidence, in addition to a solution. Recipient(s) of this award will have demonstrated altruism while attending to the needs of a specific community or individual above and beyond the call of duty. The distinguished service provided will have resulted in a positive impact upon the individual or community and the Department.
5. *Administrative Award of Merit:* This award may be conferred to a member of the Cambridge Police Department in recognition of outstanding individual accomplishment and dedication to duty. This award is designed to recognize a recipient who has gone above and beyond the normal capacity of his/her assigned duties and responsibilities. His/her achievements will have resulted in improved administrative and/or operational systems; community relations; substantial savings to the department's overall operational costs and/or has contributed to a more effective and efficient delivery of police services.
6. *Years of Service Award:* An award ribbon is granted to officers of the Cambridge Police Department in recognition to the City of Cambridge as a full time police officer. Recipients will be recognized with an the appropriate ribbon corresponding with his/her years of service of full time service as a Cambridge Police Officer, commencing with his/her 20th year of service (each star on the ribbon signifies five years of service: 4 stars for 20 years of service; 5 stars for 30 years of service; 6 stars for 35 years of service; and so on). A "Years of Service" award will be granted to a non-sworn member of the department who has served at least 25 years of service with the Cambridge Police Department, and also for a non-sworn employee who has completed 30 years of service.
7. *Retirement Award:* An award will be granted to a member of the Cambridge Police Department who is in good standing upon his/her retirement after completing twenty-five (25) or more years of service to the City of Cambridge as a full time police officer. This award may also be granted to officers who

sustained a line of duty disability and forced to retire as a result of such disability before they reach the twenty-five (25) year milestone, provided they are considered a member in good standing at the time of the career ending disability.

8. *Allen T. McPherson Citizen's Service Award*: The Citizen's Service Award may be awarded to a citizen, group, or organization who is not involved with public safety, and who:
 - Performs an extreme act of bravery;
 - Risks personal injury while directly assisting a member of law enforcement of public safety agency;
 - Voluntarily assists a department member with an investigation, including court prosecution; or
 - Acts beyond normal expectancy to assist a department member in the accomplishment of his/her duties.
9. *Commissioner's Unit Award – Ribbon*: This ribbon will be awarded to those members of a Unit, who acting as a team, displayed extraordinary heroism, determination, and/or esprit de corps in accomplishing a mission under difficult or hazardous conditions as to set it apart from other units participating in the same mission.

C. Commendations: Commendations may be awarded to any member of the department. The commendation is designed to confer praise and recognition of a job well done. It might involve a single act or recognize a level of performance where the employee continually distinguishes him/herself. Commendations come in one of two forms:

1. *William J. Carroll Letter of Commendation*: This award is conferred upon an employee of the Cambridge Police Department at the department's annual awards program. It is given in recognition of an act which brought credit upon an officer, employee, and/or unit within the Cambridge Police Department. Nominations for this form of recognition may be made by any member of the department; any member of a city department, board, commission, or committee; any civil or non-governmental entity; or any member of the general public. The decision to grant this award will be based upon the consensus and recommendation of the Cambridge Police Awards Committee, and with approval of the Police Commissioner.
2. *Commissioner's Letter of Commendation*: This form of recognition is presented by the Police Commissioner to any member of the Cambridge Police Department who has distinguished his/herself either in the performance of a single act or arising out of a situation, or in recognition for a pattern of

performance where the employee has distinguished him/herself. A Letter of Commendation typically is the result of a recommendation that has been made by another member of the department, usually a supervisor. This form of commendation is issued during the course of the year, and may be used as evidence or supporting documentation for a higher award at the department's annual award ceremony.

V. ADMINISTRATION OF THE AWARDS PROGRAM:

- A. Nominations for Awards:** The process for making a recommendation or nomination for a department medal/award/ribbon/commendation to any one member of the department, unit within the department; other law enforcement officer, unit, or department; or board, commission, committee, organization, or member of the general public, will be as follows:
1. Any person wishing to recommend an individual for consideration for a medal, award, ribbon, or commendation should submit such recommendation in writing to the Police Commissioner. For members of the department making such recommendations should do so in the form of an internal memorandum.
 2. The recommendation should contain specific information concerning the act, performance of duty, and/or circumstances that led the person to believe that the individual being nominated acted in such a manner as to distinguish him/herself.
 3. Any supporting documentation or evidence (e.g., police reports, media coverage, other letters of recommendation, and so on) should be submitted with the recommendation.
 4. No individual may initiate a recommendation for a medal, award, ribbon, or commendation on his/her own behalf.
 5. Upon receipt of such recommendations, the Police Commissioner may elect to submit such recommendations to the Cambridge Police Awards Committee.
- B. Cambridge Police Awards Committee:** The Cambridge Police Awards Committee reviews and recommends approval or disapprovals for medals, awards, ribbons, and commendations to the Police Commissioner. The Awards Committee will be comprised of at least 9 members and will formally meet at least quarterly, or as often as may be needed. The Awards Committee will consist of:

- A Superintendent, who shall be selected by the Police Commissioner and who will serve as the chairperson of the committee;
- The Director of Planning/Budget/Personnel;
- The commanding officer who will be responsible for overseeing the organization of the department's annual award ceremony;
- The President of Cambridge Police Superior Officers Association (or his/her designee);
- Two members of the CPSOA, selected by its executive board;
- The President of the Cambridge Police Patrol Officers Association (or his/her designee); and
- Two members of the CPPOA, selected by its executive board.

The Committee Chair does not vote unless breaking a tie vote. CPD employees may be recommended for commendation up to one year from the date of the incident/occurrence. Separate documentation must be submitted for each employee being recommended for an award. Final approval for all awards will be made by the Police Commissioner or his/her designee. The committee will need to hold its decision meetings in sufficient time prior to the Annual Police Awards Ceremony to allow sufficient time for the appeal process and the preparations necessary for the ceremony. Generally, the decision making meetings should be concluded by the March 31st at the latest.

C. Award Appeal Process: The appeals process for a Cambridge Police Awards Committee decision is as follows:

1. After the Cambridge Police Awards Committee makes a decision regarding an award request, and prior to it being forwarded to the Police Commissioner, an appeal can be initiated by an individual who made the nomination. The appeal shall be submitted in the form of a letter to the Awards Committee Chairperson from the person making the nomination.
2. The Awards Committee Chairperson shall review the appeal with the Awards Committee. The committee will:
 - Stand on their original award decision; or
 - Concur with the appeal and change their award decision; or
 - Request further detail from the person making the nomination within ten days of a committee meeting, and review the decision based on the additional information.

3. At the conclusion of the appeal period, the final awards decision will then be forwarded to the Police Commissioner's Office. Once this appeals process has been completed, there will be no further action taken by the Awards Committee.

D. Award Presentations: All Cambridge Police Department awards will be presented to the awardees at the department's Annual Awards Program, which is typically held during the month of May of each year. Those individuals who could not be present for the Annual Awards Ceremony will receive their awards following that event.

1. A record of all awards and commendations will be made part of an employee's personnel file.
2. It will be the responsibility of the chairperson of the Cambridge Police Awards Commission to furnish the information regarding awards and commendations to the Director of Planning/Budget/Personnel for inclusion into the recipient's personnel file.

E. Annual Police Awards Ceremony: In preparation for the Annual Awards Program, the Police Commissioner will appoint a commanding officer (Deputy Superintendent or Superintendent) to serve as the chairperson of the Annual Police Awards Ceremony. It will be the responsibility of the chairperson of the Annual Police Awards Ceremony to oversee the following functions:

1. Organize a committee of individuals who will work on the preparations for the ceremony;
2. Ensure that the write-ups are done for each of the awards to be presented at the awards ceremony.
3. Ensure that the invitations are sent out to all invited presenters, guests, and awardees (family members and friends) are sent out.
4. Develop the agenda for the awards ceremony, to include identifying those individuals who will be speaking and/or presenting awards.
5. Ensure whatever visual and/or audio programs that are going to be used for the ceremony are completed.
6. Ensure all of the awards that are being presented have been ordered.
7. Workout all of the logistics arrangements with respect Awards Ceremony (generally the location of the awards ceremony is reserved well in advance of the ceremony).

8. Organize and manage the events taking place on the day of the Awards Ceremony.
9. Prepare an after-action report on the event to be reviewed with the Cambridge Police Awards Committee when it convenes its first meeting following the Awards Ceremony.

F. Wearing of Department Ribbons and Service Pins: Officers while in uniform are strongly encouraged to wear those ribbons and service pins they have earned as part of their uniform. It not only represents the pride the organization has in them, but also an outward sign of the pride they have in themselves. In the manner in which department ribbons and service pins are to be worn on the uniform is as follows:

1. Ribbons and service pins are to be worn above the top edge of the right breast pocket of the uniform shirt or dress blouse, centered above nameplate.
2. The order in which the ribbons are to be worn is the highest award first, followed by succeeding awards. In the case of multiple awards, the highest award will be to the left of the succeeding awards from the point of view of the observer. If the ribbons and service pins are worn in multiple rows, the highest ribbons will be worn on the top row.

G. Outstanding City Employee Awards Program: Every year the City Manager seeks nominations of employees for the “Outstanding City Employee Awards Program”, which is designed to recognize contributions above and beyond job requirements. The annual awards ceremony provides a special opportunity to give some well deserved recognition to a handful of deserving individuals. Nominations will be submitted to the Police Commissioner for review prior to submitting the nomination to the City Manager’s Office.

1. *Criteria for determining outstanding performance include:*
 - Demonstrated outstanding customer service to the public and/or fellow employees.
 - Developed an innovative or creative solution to a problem.
 - Made superior contribution to the success of a project, completing work on time and within budget.
 - Donated significant time to activities that benefit the Cambridge community. Encouraged and valued community involvement.
 - Demonstrated an exceptional ability to work in a multicultural organization.

- Consistently contributed to better City operations.
2. All City employees at all levels of the City workforce are eligible for nomination.
 3. Anyone who lives or works in Cambridge may nominate one or more City employees for recognition.
 4. Individuals are not limited as to how many employees s/he chooses to nominate, but must submit a separate Nomination Form or letter for each employee.
 5. An employee may not nominate her or his own supervisor or department head for recognition.
 6. The same nomination form can be used by City employees or anyone interested in participating in the nomination process. A signed nomination letter may be submitted instead of a nomination form.

VI. ROLE OF COMMAND & SUPERVISORY PERSONNEL:

- A. **Division Commanders:** It is the general responsibility of the Division Commanders to ensure that command and supervisory personnel under their administrative oversight are thoroughly familiar with the department's expectations relative to continually striving to improve and enhance employees' performance, and to use positive re-enforcement whenever possible and practical do so. Division Commanders should be meeting regularly with their respective Commanding Officers to check on the status of employee performance, identifying those members of the department who are exceeding work performance standards, and strategizing on how to improve the performance of those employees who are just meeting or failing to meet established performance standards.
- B. **Commanding Officers (Deputy Superintendents):** It is the responsibility of Commanding Officers within the department to regularly meet with the Unit Commanders, Group Commanders, and Managers to assess the overall performance of those members who are under their respective commands. The Commanding Officers should routinely identify those members under their command who are exceeding performance standards or who have distinguished themselves which would merit consideration for one of the department's awards. Toward this end, the Commanding Officers should be carrying out the following responsibilities:

1. Ensure that commanding and supervisory personnel under their respective command are actively engaging, supporting, and directing personnel immediately under their supervision.
2. When appropriate, commanding and supervisory personnel are routinely recognizing and acknowledging performance or acts that are considered to be noteworthy and deserving of recognition.
3. When appropriate, commanding and supervisory personnel are formally submitting recommendations for those employees who may be considered eligible for any of the city or department's awards or commendations.
4. When appropriate, commanding and supervisory personnel should be advocating for those employees who may be considered eligible for the one of the five "Employee of the Year" awards.
5. Ensure that commanding and supervisory personnel are keeping a record of the times when members of the department have distinguished themselves, to include any reports, letters, and other supporting documentation.

C. Unit Commanders, Group Commanders, and Managers: Those members of the department who are in charge of a unit, patrol group, or non-sworn members who are in charge of a unit are required to routinely review and evaluate the performance of those members of the department who fall under their respective oversight. Part of that review process is to recognize those employees who are exceeding in their level of performance, or who have performed some act that has distinguished them. To this end, these commanding officers and managers should be regularly carrying out the following activities:

- Recognize employees for specific achievements.
- Ensure recognition is distributed equitably and based on appropriate justification.
- Consider input from appropriate sources when making recognition decisions.
- Recognize contributions in a timely manner.
- Emphasize the importance of teamwork through recognition of group accomplishments.
- Promote the recognition program by encouraging employee participation, arranging for appropriate presentations and periodically publicizing recognition activities.
- Forward suggestions and inventions promptly to the appropriate, respective commanding officers for evaluation.

- Review nominations to ensure that recognition is linked to the contribution and that the award amount accurately reflects the value of the contribution.

D. First-Line Supervisors: First-line supervisors occupy a unique position within the organization. They have firsthand knowledge of how well employees are performing, and generally are the first to become aware when an employee performs an act that warrants special recognition. Acknowledging exemplary behavior, performance, and acts is a powerful way of re-enforcing and encouraging continued high standards of performance. It is also an effective way of establishing for others who are under their supervision what is considered performance levels that exceed the minimum. It is probably the most effective way for supervisors to achieve the respect and mutual cooperation from those who serve under their direction. It is for these reasons all first-line supervisory personnel are expected to take an active and overt role: in promoting exceptional performance among those who they supervise; recognizing and acknowledging members of the department who do distinguish themselves; and ensure that this recognition is passed along to their respective commanding officers.