



Policy 1709

Subject	
SWORN PERFORMANCE IMPROVEMENT PLANS (PIPs)	
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By Order of the Police Commissioner

POLICY

The Baltimore Police Department (BPD) supports continuous employee improvement through behavioral tools designed to foster growth over the course of one’s career. Performance Improvement Plans (PIPs) are a preventative tool which can be used as part of BPD’s sworn performance evaluation process or independently, as part of a sworn supervisor’s continuous performance management. This policy establishes the process for initiating and conducting a PIP, and provides guidance on how to define the expectations and timelines for the completion of PIP tasks.

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DEFINITIONS

Manager – Permanent rank supervisor responsible for initiating PIPs for Members within their chain of command who are at least one rank below their own (e.g., Sergeant who oversees an Officer, Lieutenant who oversees a Sergeant).

Observation Period – Period over which a Manager observes and documents a Member’s compliance with a PIP, including at least two check-ins with the Member. The Observation Period may last 30, 60, or 90 working days, depending upon the duration selected by the Manager.

PIP Closure – Final stage of the PIP process where the Manager updates all PIP fields in Workday and indicates whether or not the Member successfully completed the PIP.

PIP Initiation – Process through which a Manager completes all required PIP fields in Workday and

submits the PIP for review by the Reviewer/Member. A Manager initiates a PIP prior to holding the PIP Meeting with a Member.

PIP Meeting – Collaborative meeting where the Manager and Member discuss the performance deficiencies which led to the PIP and the plan to remedy them. The PIP Meeting occurs after PIP Initiation.

Reviewer – A Manager’s direct supervisor, responsible for reviewing and approving PIPs.

GENERAL

1. Only Officers, Sergeants, and Lieutenants shall be subject to PIPs as outlined in this policy. Members holding the rank of Captain or above shall adhere to the PIP guidelines set forth in the City of Baltimore Administrative Manual, AM 228-1, “Performance Management Policy for Managerial and Professional Society of Baltimore Covered Employees.”
2. PIPs shall be carried out in four stages:
 - 2.1. PIP Initiation.
 - 2.2. PIP Meeting.
 - 2.3. Observation Period.
 - 2.4. PIP Closure.
3. All PIPs shall be administered through Workday.
4. Members, Managers, Reviewers, and Unit Commanders may request the assistance of BPD’s Human Resources Section (HRS) at any stage of the PIP process to assist with any concerns.
5. Members, Managers, Reviewers, and Unit Commanders shall follow the PIP business process as presented within Workday and complete all fields unless otherwise instructed by this policy.

DIRECTIVES

PIP Fields

6. When completing a PIP in Workday, Managers shall include the following information in the indicated fields:
 - 6.1. “Deficient Performance” Field
 - 6.1.1. List of specific behaviors and/or job tasks with which the Member has demonstrated unsatisfactory performance.
 - 6.1.2. When the unsatisfactory performance was exhibited.
 - 6.2. “Expected Performance” Field

- 6.2.1. Description of the level of performance/desired behavior that would result in the Member meeting the expectations of the job area in question.
- 6.2.2. Where applicable, precise references to the output or cadence of work necessary to meet job expectations (e.g., complete incident reports within policy requirements).
- 6.2.3. List of relevant training to be completed by the Member.
- 6.2.4. List of relevant policies to be reviewed by the Member.
- 6.3. "Timeline" Field
 - 6.3.1. List of completion dates for expected performance including intervals for performance check-ins, coaching sessions, remedial training, practice with a particular task or tactic, and other milestones at the discretion of the Manager.
- 6.4. "Manager Guidance" Field
 - 6.4.1. The "Manager Guidance" field is optional at PIP Initiation and reserved for the PIP Closure phase, where Managers document the outcomes of the Observation Period and overall PIP. The instructions provided here shall only be mandatory at PIP Closure.
 - 6.4.2. Discussion of the outcomes of the check-ins, coaching sessions, and other measures described in the "timeline" field. Questions to consider include:
 - 6.4.2.1. Did the Member positively receive the coaching sessions administered?
 - 6.4.2.2. Did the Member attend all required trainings or practice that were part of the PIP (e.g., coaching on report-writing every two weeks, complete X number of training sessions)?
 - 6.4.2.3. Was the Member a constructive part of the process, asking questions where needed and seeking guidance on points of ambiguity? Did they make good faith efforts to comply with the requirements of the PIP?
 - 6.4.2.4. Did the Member concretely improve their performance to a level that would befit a *Meets Expectations* rating (see [Policy 1708, Sworn Performance Evaluations](#))?
 - 6.4.3. Guidance on how the Member can sustain their positive performance in the future.

PIP Initiation

7. The Manager shall initiate a PIP if a Member receives an *Unsatisfactory* rating on a performance evaluation (see [Policy 1708, Sworn Performance Evaluations](#)). However, the

Manager may initiate a PIP at any time based on documented unsatisfactory performance.

- 7.1. Managers shall not initiate a PIP without previously communicating unsatisfactory performance issues to the Member. The Manager shall keep the Member apprised of all unsatisfactory performance issues that could lead to a PIP.
8. PIPs may have an Observation Period of 30, 60, or 90 working days at the discretion of the Manager based on the nature of the performance issue(s) at hand.
9. HRS shall review all PIPs submitted through Workday for clarity, thoroughness, and compliance with this policy, returning PIPs for correction as necessary, and approving them if compliant.
10. The Reviewer shall review all PIPs submitted by Managers to ensure that they are properly completed pursuant to this policy (see "PIP Fields") and approve or disapprove the contents of all PIPs within seven working days.
 - 10.1. If a PIP is properly completed, approve the PIP.
 - 10.2. If a PIP is found to be deficient, contact the authoring Manager and return the PIP for correction.
11. Upon approval from the Reviewer, the Manager shall:
 - 11.1. Inform the Member that they shall be subject to a PIP and that a PIP meeting shall be scheduled within five working days (see "PIP Meeting").
 - 11.2. Submit the finalized PIP via Workday, which shall then be routed to the Member.

PIP Meeting

12. Managers shall schedule the PIP Meeting within five working days of having submitted the finalized PIP.
13. When conducting a PIP Meeting, Managers shall:
 - 13.1. Choose a quiet and comfortable location free of distractions.
 - 13.2. Practice active listening during the conversation, allowing the Member to voice concerns and offer feedback.
 - 13.3. Praise areas of positive performance before addressing performance deficiencies.
 - 13.4. Discuss all of the items listed in the PIP, including expected timelines for completion.
 - 13.5. Disclose to Members the consequences of failing to successfully complete a PIP, which may include formal discipline.
14. Upon conclusion of the PIP Meeting, the Manager and Member shall sign and submit the PIP

via Workday.

- 14.1. Once submitted, the Manager shall not make any alterations to the language of the PIP until PIP Closure, when they document outcomes in the "Manager Guidance" field.

Disagreement with a PIP

15. Members shall complete the PIP regardless of any expressed disagreement.
16. If the Member disagrees with any part of the PIP, they shall submit, within five working days of the PIP Meeting, a detailed statement of disagreement on a Form 95, Administrative Report, to the Unit Commander.
17. The Unit Commander shall review the Form 95 for any content which could result in a future grievance should the PIP be unsuccessful.
18. In the event of an unsuccessful PIP, the Unit Commander shall refer to the Member's statement of disagreement (Form 95) to determine next steps.
19. The Unit Commander shall forward the Member's Form 95 to HRS for inclusion in the Member's employee profile.
20. HRS shall maintain all PIP records on Workday, and upload all Form 95s expressing disagreement with a PIP to the respective employee profile(s).

Observation Period

21. The Observation Period (30, 60, or 90 days depending on the type of PIP chosen) begins after the Member and Manager have digitally signed the PIP via Workday.
22. A Member's PIP shall only be evaluated during actual days worked. Days on leave shall not count toward the designated PIP Observation Period.
23. During the Observation Period, Managers shall:
 - 23.1. Monitor the Member's performance to assess compliance with the terms of the PIP.
 - 23.2. Conduct a minimum of two check-ins with the Member regarding PIP progress.
24. The Observation Period closes at the end of the 30, 60, or 90-day time frame selected by the Manager.

PIP Closure

25. Managers shall close the PIP regardless of whether the Member was successful or unsuccessful in meeting the requirements.
26. The Manager shall notify the Unit Commander via e-mail if a PIP is unsuccessful.

27. To close a PIP, the Manager shall ensure, within seven days of the end of the Observation Period, that:
 - 27.1. All PIP fields completed at PIP Initiation reflect what was originally written.
 - 27.2. An update is provided in the “Manager Guidance” field pursuant to this policy (see “PIP Fields”).
28. The Manager shall refer to the original PIP when closing, and report on whether all tasks have been completed within the specified time frame(s), and at a level which meets the expectations described for each job area in the original PIP.
29. The Manager shall explicitly state, in their closing comments on the PIP, whether the Member was successful or unsuccessful in completing all requirements.
30. The Member shall acknowledge the finalized PIP and may provide optional comments at their discretion.

Unsuccessful PIPs

31. The Unit Commander retains sole discretion over deciding upon next steps in the event of an unsuccessful PIP.
 - 31.1. The Unit Commander shall request the affected Member’s completed PIP from HRS when deciding upon next steps.
 - 31.2. The Unit Commander shall take into consideration any previously expressed disagreement (i.e., Form 95, see “Disagreement with a PIP”) from the Member when deciding upon next steps.

REQUIRED ACTION

Human Resources Section

32. Upon request, HRS shall provide PIP histories and documentation to supervisors according to [Policy 1708, Sworn Performance Evaluations](#), including supervisors with a recently transferred subordinate.
33. HRS shall, upon request, assist Unit Commanders with decision-making after an unsuccessful PIP.
34. HRS shall ensure the confidentiality of PIPs pursuant to BPD policy and applicable laws and regulations.

ASSOCIATED POLICIES

[Policy 1708, Sworn Performance Evaluations](#)

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COMMUNICATION OF POLICY

This policy is effective on the date listed herein. Each employee is responsible for complying with the contents of this policy.