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 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 supervisor's continuous performance management of a sworn member. A PIP is not a part of a disciplinary process, as the goal of a PIP is to identify and improve performance deficiencies before these deficiencies reach a point where discipline is necessary. 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, administering, and closing 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 begins one day after the PIP Meeting and may last 30, 60, or 90 calendar days, depending upon the duration selected

by the Manager. Managers of sworn members are not permitted to choose the option for an Observation Period of 120 days in Workday.

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, including all written documentation related to the PIP.

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 Initiation

6. A Manager shall initiate a PIP using the following methods:

6.1. A Manager shall initiate a PIP if a Member receives an *Unsatisfactory* rating in any competency area on a performance evaluation (see Policy 1708, *Sworn Performance Evaluations*).

6.2. A Manager may also initiate a PIP at any time outside of the evaluation cycle based on documented performance that falls below expectations.

6.2.1. A PIP should not be the first time a Member is made aware of a performance concern. Managers are expected to communicate identified performance deficiencies to the Member prior to initiating a PIP and shall document these conversations using Form 49 Sworn Employee Performance Deficiency Notification.

6.2.2. If the performance deficiency is properly addressed following the issuance of a Form 49 and a PIP is not initiated, the completed and signed Form 49 shall be forwarded to HRS at BPD.SwornPerformanceEvals@baltimorepolice.org for upload to the employee's Workday documents.

6.2.3. If the performance deficiency is not properly addressed following the issuance of a Form 49 and a PIP is subsequently initiated, the Manager shall attach the completed Form 49 to the selected PIP Initiation template in Workday as supporting documentation.

7. Managers shall initiate and submit a PIP to the Human Resources Section (HRS) through the established process in Workday. A PIP documented outside of Workday will not be considered valid or binding.

8. PIPs have an Observation Period of 30, 60, or 90 calendar days at the discretion of the Manager based on the nature of the performance issue(s) at hand. Managers of sworn members are not permitted to choose the option for an Observation Period of 120 days in Workday

9. HRS shall review all PIPs submitted through Workday for clarity, thoroughness, and compliance with this policy, returning PIPs to the Manager for correction as necessary, and approving them if compliant. If approved by HRS, the PIP is then sent to the Manager's Supervisor ("Reviewer") for review and approval.

10. The Reviewer shall review all PIPs submitted by Managers and approved by HRS 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 initiated, approve the PIP.

10.2. If a PIP is found to be deficient, contact the authoring Manager and send back the PIP in Workday for correction.

11. Upon approval from the Reviewer, the Manager shall 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"). The Manager shall not submit the PIP in Workday to the member until the PIP meeting is conducted.

PIP Fields

12. When initiating a PIP in Workday, Managers shall include the following information in the indicated fields:

12.1. "Deficient Performance" Field

12.1.1. List of specific behaviors and/or job tasks with which the Member has demonstrated unsatisfactory performance.

12.1.2. When the unsatisfactory performance was exhibited.

12.2. "Expected Performance" Field

12.2.1. Description of the level of performance/desired behavior that would result in the Member meeting the expectations of the job area in question.

12.2.2. Where applicable, precise references to the output or cadence of work necessary to meet job expectations (e.g., complete incident reports within policy requirements).

12.3. "Timeline" Field

12.3.1. List completion dates for expected performance. This Timeline shall include at least two required performance check-ins during the Observation Period, and may also include coaching sessions, remedial training, practice with a particular task or tactic, and other milestones at the discretion of the Manager.

12.4. "Manager Guidance" Field

12.4.1. During PIP Initiation, document the trainings, policies, coaching, or other resources that have been provided or will be provided to support the Member's improvement.

12.4.2. Guidance on how the Member can sustain their positive performance in the future.

12.5. "Attachments" Field

12.5.1. During PIP Initiation, attach any documentation of previous conversations or meetings related to the noted performance deficiencies (e.g., *Form 49 Sworn Employee Performance Deficiency Notification)*.

PIP Meeting

13. Managers shall schedule and hold the PIP Meeting with the Member within five working days of receiving the approved PIP from the Reviewer in Workday.

    NOTE: Both the Manager and Member will be required to access Workday during the PIP meeting.

14. When conducting a PIP Meeting, Managers shall:

    14.1. Choose a quiet and comfortable location free of distractions.

    14.2. Practice active listening during the conversation, allowing the Member to voice concerns and offer feedback.

    14.3. Praise areas of positive performance before addressing performance deficiencies.

    14.4. Discuss all of the items listed in the PIP, including expected timelines for completion.

    14.5. Disclose to Members the consequences of failing to successfully complete a PIP, which may include reassignment, demotion, termination, or other appropriate actions as determined by BPD leadership.

15. Before the conclusion of the PIP Meeting, the Manager shall submit the PIP in Workday and both the Member and the Manager shall review and formally acknowledge the PIP via Workday.

    15.1. Once the PIP is acknowledged in Workday by both the Member and the Manager, the Manager will be unable to 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

16. Members shall formally acknowledge the PIP in Workday regardless of any expressed disagreement.

17. If the Member disagrees with any part of the PIP, they shall acknowledge the PIP in Workday during the PIP Meeting and provide a statement of disagreement in the Comment section before submitting their acknowledgment.

    17.1. In addition to the statement of disagreement in the Comment Section, the Member may also detail their disagreement with the PIP on a Form 95 within seven working days after the PIP meeting and email the Form 95 to the Manager, the Reviewer, HRS, and their Unit Commander.

18. The Unit Commander shall review the Form 95, if applicable, for any content which could result in a future grievance should the PIP be unsuccessful. The Unit Commander shall request a copy of the PIP Comment section (if applicable) from HRS.

19. In the event of an unsuccessful PIP, the Unit Commander shall refer to the Member's statement of disagreement and the Form 95, if applicable, to determine next steps.

20. The Unit Commander shall ensure the Member's Form 95 is sent to HRS for inclusion in the Member's employee profile.

21. HRS shall maintain all PIP records in Workday and upload all Form 95s expressing disagreement with a PIP to the respective employee profile(s).

Observation Period

22. The Observation Period (30, 60, or 90 calendar days depending on the type of PIP chosen) begins the day after the PIP meeting and the Member and Manager have digitally acknowledged the PIP via Workday.

23. A Member's PIP shall only be evaluated during actual days worked. In the event that either the Member or their Manager are on leave, the Observation Period shall:

    23.1. Continue if the Manager is on leave and the Observation is conducted by the next Supervisor in the Member's chain-of-command.

    23.2. Pause when the Member is on leave and commence when they have returned and are working. Days the Member is on leave shall not count toward the designated PIP Observation Period.

    23.3. Managers shall consult with HRS for any adjustments needed in Workday to account for the above.

24. During the Observation Period, Managers shall:

    24.1. Monitor the Member's performance to assess compliance with the terms of the PIP.

    24.2. Conduct a minimum of two check-in meetings with the Member regarding PIP progress.

    24.3. Document each PIP check-in meeting using a *Form 51 Sworn PIP Check-in Meeting Documentation* and note whether the Member has made improvements or if the performance concerns continue. Retain all Form 51's for attachment to the PIP Closure process in Workday.

25. The Observation Period closes at the end of the 30, 60, or 90 calendar day time frame selected by the Manager.

PIP Closure

26. Managers shall close the PIP regardless of whether the Member was successful or unsuccessful in meeting the requirements.

27. The Manager shall notify the Unit Commander via e-mail if a PIP is unsuccessful.

28. Within seven days of the conclusion of the Observation Period, the Manager shall initiate the formal PIP Closure process in Workday:

    28.1. The Manager shall ensure all PIP fields that were completed at PIP Initiation reflect what was originally written in the PIP Initiation.

    28.2. Complete the "Manager Guidance" field by providing a summary of the outcomes of the check-ins, coaching sessions, training or other measures described in the "timeline" field. Items to consider include:

        28.2.1. Did the Member positively receive the coaching sessions administered?

        28.2.2. Did the Member attend all required training or practical exercises required by the PIP (e.g., coaching on report-writing every two weeks, complete X number of training sessions)?

        28.2.3. 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?

        28.2.4. Did the Member concretely improve their performance to the *Meets Expectations* rating (see Policy 1708, *Sworn Performance Evaluations*)?

    28.3. Attach all Form 51's used to document the PIP Check-in meetings and any other relevant documentation within the PIP Closure process in Workday.

29. 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.

30. The Manager shall explicitly state, in their closing comments on the PIP, whether the Member was successful or unsuccessful in completing all requirements.

31. The Member shall acknowledge the finalized PIP Closure in Workday in the same manner as the Initiation PIP and may provide optional comments at their discretion.

Unsuccessful PIPs

32. The Unit Commander retains sole discretion over deciding upon next steps in the event of an unsuccessful PIP.

    32.1. The Unit Commander shall request the affected Member's completed PIP from HRS when deciding next steps. Next steps could include:

32.1.1. Request removal from specialized assignments in which the member is not performing up to expectations.

32.1.2. If the member has shown some improvement, but has not yet reached satisfactory performance expectations, extending the PIP period (not to exceed a 30-day extension), to give the member more time to complete improvements.

32.1.3. If the member fails to meet the expectations of the PIP and is not a candidate for any other remediation efforts, the Unit Commander shall contact BPD HRS for guidance on how to proceed.

32.2. The Unit Commander shall take into consideration any previously expressed disagreement (i.e., as part of the PIP process in Workday or in a Form 95, see "Disagreement with a PIP") from the Member when deciding next steps.

REQUIRED ACTION

Human Resources Section

33. Upon request, HRS shall provide PIP performance evaluation histories and documentation to supervisors according to Policy 1708, *Sworn Performance Evaluations*, including supervisors with a recently transferred subordinate.

34. HRS shall ensure that all documents relating to a Member's PIP, including documentation of check-in meetings and statements of disagreement, are uploaded properly in Workday.

35. Upon request, HRS shall assist Unit Commanders with decision-making after an unsuccessful PIP.

36. HRS shall ensure the confidentiality of PIPs pursuant to BPD policy and applicable laws and regulations.

ASSOCIATED POLICIES

Policy 1708, *Sworn Performance Evaluations*

APPENDICES

Appendix A. Form 49 Sworn Employee Performance Deficiency Notification
Appendix B. Form 51 Sworn PIP Check-in Meeting Documentation

Rescission Order

Rescind Policy 1709, *Sworn Performance Improvement Plans (PIPs)*, dated 24 November 2024 and PCM 26-02, Policy 1709, *Sworn Performance Improvement Plans (PIPs), Amendments*, dated 21 February 2026.

COMMUNICATION OF POLICY

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

APPENDIX A. FORM 49 SWORN EMPLOYEE PERFORMANCE DEFICIENCY NOTIFICATION

Sworn Employee Performance Deficiency Notification
Baltimore City Police Department
Form 49

Use this form to document performance deficiency conversations or notifications between the sworn employee and supervisor listed below, outside of the annual performance review process.

Employee: _____ **Seq. #:** _____ **Workday ID:** _____

Supervisor: _____ **Seq. #** _____ **Workday ID:** _____

The employee has been notified of the performance deficiencies listed below on the dates indicated. If these deficiencies are not corrected to the supervisor's satisfaction within 30 days of the first notification, the employee will be placed on a Performance Improvement Plan. This document must be attached to the PIP initiation process in Workday. **Please use Form 95 if additional space is needed to document below.*

Description of Performance Deficiency:

_____
_____
_____

Employee informed on (date): _____

Location of check-in meeting: _____ Time of check-in meeting: _____

If additional members were present, please provide name and rank: _____

Coaching or Guidance Provided

Describe the coaching, direction, resources, or support provided to help the employee address the performance deficiency:

_____
_____
_____

Employee Signature: _____ Date: _____

The employee's signature confirms participation in the conversation and acknowledges the notification of the performance deficiencies and coaching/guidance provided.

Supervisor Signature: _____ Date: _____

Was improvement noted after 30 days of coaching or guidance? ☐ Yes ☐ No

Date: _____

If yes, submit the completed form to HR to upload to the employees' Workday documents and retain a copy.

Sworn members email form to: BPD.SwornPerformanceEvals@baltimorepolice.org

If no, initiate the PIP process for this performance deficiency in Workday and attach the form to the Supporting Documentation section of the PIP.

For additional instructions please reference Workday Performance Improvement (PIP) Guides in PowerDMS.

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APPENDIX B. FORM 51 SWORN PIP CHECK-IN MEETING DOCUMENTATION

Sworn PIP Check-in Meeting Documentation
Baltimore City Police Department
Form 51

This form shall be used to document Performance Improvement Plan (PIP) check-in meetings between the sworn employee and the supervisor identified below. Completed Form 51 and all documents shall be attached to the employee's PIP closure process in Workday.

Employee: _____ **Seq #:** _____ **Workday ID:** _____

Supervisor: _____ **Seq #:** _____ **Workday ID:** _____

PIP Duration: ☐30 days ☐60 days ☐90 days **Date of PIP check-in meeting:** _____

Location of PIP check-in meeting: _____ **Time of PIP check-in meeting**: _____

Meeting Description: **Please use Form 95 if additional space is needed to document and attach to PIP closure.*

- Did the employee arrive on time and show willingness to address and improve the performance deficiency? ☐ Yes ☐ No
- Does the employee understand the performance deficiency and the steps needed to improve? ☐ Yes ☐ No
- If additional members were present, please provide name and rank: _____
- Have you provided guidance or training to help the employee address the performance deficiency? ☐ Yes ☐ No
  - If yes, describe the guidance or training provided.
- Is the employee making progress toward correcting the performance deficiency? Yes ☐ No ☐
  If no, describe your observations about why the employee is not improving.
- Provide any additional comments about this check-in meeting.

Employee Signature: _____ Date: _____
The employee's signature confirms participation in the check-in meeting and acknowledges the notification of the performance deficiencies and coaching/guidance provided.

Supervisor Signature: _____ Date: _____
For additional instructions please reference Workday Performance Improvement (PIP) Guides in PowerDMS.

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