



# Policy 1708

Subject	
<b>SWORN PERFORMANCE EVALUATIONS</b>	
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*By Order of the Police Commissioner*

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## POLICY

The Baltimore Police Department (BPD) will ensure the fair, impartial, and accurate Evaluation of employee performance and that every Sworn Member will receive an annual Performance Evaluation. These Evaluations will guarantee that Sworn Members are performing their duties in a manner that advances the values of BPD set forth in its Mission Statement. BPD will recognize and document the hard work of all of its Sworn Members, first-line to Executive-Level, and track performance in meeting job requirements, provide guidance, and address any deficiencies or areas in need of improvement. Through careful Evaluations of performance, Members will receive recognition and specific instruction for improvement, and supervisors will develop targeted direction for subordinates. Supervisors should not wait until an annual Evaluation to discuss subordinates' performances, but should provide ongoing feedback, coaching and direction to their subordinates.

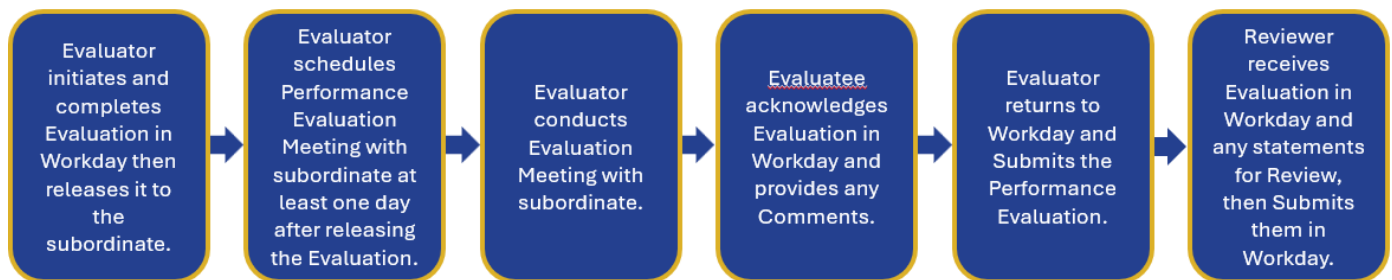
All annual performance evaluations must be completed in **Workday**, which serves as the City's official Human Resources Information System and electronic system of record.

## DEFINITIONS

**Detail** – A temporary work assignment, other than the Member's permanent assignment, that is made through a formal Detail Order with a definitive timeframe that can be extended. Details do not include secondary employment.

**Evaluation Period** – The period within which the Member's performance will be evaluated.

**Evaluation Process** – For purposes of this policy, the process of conducting, reviewing, and submitting Evaluations for Members, and definitions of involved parties. Steps for the Evaluation of Members with the rank of Lieutenant or Below:



- **Executive-Level Members** – Sworn Members of the rank of Lt. Colonel and above.
- **Commander** – Sworn Members of the rank of Captain and above, or civilian employees of the position of Deputy Director and above.
- **Reviewer** – The next-level supervisor of the Evaluator of at least one rank above, to whom the Evaluator reports directly for assigned duty.
- **Evaluator** – A direct supervisor conducting the Performance Evaluation, of at least one rank above, to whom the Member reports directly for assigned duty.
- **Member** – Sworn personnel, including Probationary Members, the rank of Lieutenant and

below whose performance is being evaluated.

**Job Competencies** – For MAPS employees (Captain and above), Job Competencies are a set of defined knowledge, skills, abilities, and other requirements that are needed for an employee to perform successfully.

- Performance Competencies, as demonstrated by:
  - a. Accountability
  - b. Adaptability
  - c. Collaboration
  - d. Customer Focus
  - e. Problem-Solving
  
- Supervisory, Managerial & Executive Competencies, as demonstrated by:
  - a. Building Effective Teams
  - b. Managerial Courage

**Performance Areas** – For Officer and Sergeant/Lieutenant Performance Evaluations, areas in which Members must demonstrate skills and abilities required of their rank. For explanations of the Performance Areas, refer to the Performance Evaluation Manual.

- Performance of Duty (for officers, sergeants, and lieutenants):
  - a. Community Policing
  - b. De-escalation and Use of Force
  - c. Crisis Management
  - d. Report Writing
  - e. Communication Skills
  - f. Decision-Making Skills
  - g. Demonstrated Integrity and Use of EPIC Principles
  - h. Demonstrated Commitment to Fair and Impartial Policing
  - i. Professional Attire and Equipment Maintenance
  
- Workplace Professionalism, as demonstrated by:
  - a. Teamwork and Cooperation
  - b. Initiative
  - c. Leadership and Professionalism
  - d. Time and Resource Management
  
- Supervision Skills (found on Sergeant/Lieutenant Performance Evaluation), as demonstrated by:
  - a. Reviewing Subordinates' Documentation for Policy Compliance
  - b. Conducting Force Investigations / Reviews
  - c. Addresses Misconduct and Performance Problems
  - d. Provides Meaningful Feedback and Employee Performance Reviews
  - e. Recognizes Training Opportunities and Support Career Growth
  
- Overall Rating

**Performance Evaluation (Evaluation)** – A written account of a Sworn Member’s performance within the Evaluation Period.

**Performance Evaluation** – A meeting held between the Member, of any rank, who is being evaluated and their Evaluator to discuss the Evaluation.

**Performance Evaluation Manual (Manual)** – Instructional guide for completing the Evaluations.

**Performance Improvement Plan (PIP)** – A formal document that outlines expectations in order to assist Members in improving performance. It contains a description of areas for improvement, defined goals, deadlines, and possible suggested training for the Sworn Member. The plan will be monitored over time to record the Member’s improvements. PIPs may be implemented or amended at any time.

**Performance Objectives** – For MAPS evaluations, these are measurable and evidence-based outcomes that the employee is expected to achieve (e.g., SMART goals - Specific, Measurable, Attainable, Realistic, and Timed).

**Performance Rating Scales** – Descriptive terms on a scale to indicate the level of performance for different Performance Areas.

NOTE: The below definitions are for the Officer and Sergeant/Lieutenant Performance Evaluation. For more detailed definitions of these terms as they relate to the MAPS Employee Performance Evaluation, refer to the MAPS Performance Management Program: Managers Guide Book.

- **Not Applicable:** Performance that could not be observed or does not apply to the position.
- **Unsatisfactory:** Performance which, throughout the Evaluation Period, did not meet expectations or requirements.
- **Improvement Needed:** Some responsibilities were performed capably, but require improvement in certain areas.
- **Meets Expectations:** Performance consistently met expectations and requirements. Occasionally achieved results beyond those expected. Contributions regularly align with Departmental and unit goals.
- **Exceeds Expectations:** Performance that consistently met and frequently exceeded expectations and requirements. This level of performance frequently achieves results beyond those expected, and makes contributions which consistently align with the Departmental and unit goals.
- **Exceptional:** Describes performance that continuously and exceptionally exceeded expectations and requirements. This level of performance makes contributions which significantly support Departmental and unit goals.

**Probationary Member** – Member within their Probationary Period, which is the first year of service following completion of entrance-level training or the first year of service after a promotion to sergeant or lieutenant.

**Quarterly Evaluations** – Evaluations conducted for Probationary Members during their Probationary Period.

### **GENERAL**

1. Performance Evaluations shall be conducted and reviewed in adherence with this policy and the associated Performance Evaluation Manual.

**NOTE:** Performance Evaluations for Command and Executive-Level (Captains and above) Members will follow the process and procedures as set forth in the City of Baltimore's Administrative Manual Policy 228-1, Performance Management Policy for Managerial and Professional Society of Baltimore (MAPS) Covered Employees. The MAPS Employee Performance Review Process is developed in partnership between the City of Baltimore and MAPS. Any references to particular steps, language, and associated materials are as of the published date of this policy. Additionally, this policy does not encompass all of the details of AM Policy 228-1 and associated materials. This policy does not replace AM Policy 228-1. This policy is to provide additional guidance to ensure Evaluations for Command and Executive-Level Members are BPD-focused.

2. All completed Performance Evaluations are confidential and should only be seen by those individuals involved in the Evaluation Process and those designated in policy.
3. All completed Performance Evaluations and accompanying documents shall be retained by BPD's Human Resources Section and attached to the Sworn Member's personnel record.
4. Performance Evaluations shall be considered in future permanent assignment changes and promotions.

### **SCHEDULES**

#### **Probationary Members of the Rank of Lieutenant or Below**

5. Probationary Members shall receive Quarterly Evaluations on the following schedule:
  - 5.1. January 1<sup>st</sup> – March 31<sup>st</sup> ,
  - 5.2. April 1<sup>st</sup> – June 30<sup>th</sup> ,
  - 5.3. July 1<sup>st</sup> – September 30<sup>th</sup> , and
  - 5.4. October 1<sup>st</sup> – December 31<sup>st</sup>.
6. A Probationary Member shall have complete at least five (5) weeks of their assignment within a quarter period to receive an Evaluation. Thereafter, the above dates determine the appropriate time periods covered.
7. Probationary Members shall receive no less than four Quarterly Evaluations during their Probationary Period.
8. The final Quarterly Evaluation shall be completed on the fifteenth (15th) day after the last month

of their Probationary Period.

- 8.1. If the final Quarterly Evaluation is scheduled to be conducted between October 1<sup>st</sup> and December 31<sup>st</sup>, the Annual Evaluation completed in January will cover that period.

#### Annual Evaluation Schedule: Officers, Sergeants, and Lieutenants

9. Annual Evaluations shall be completed, Performance Evaluation Meetings held, and Evaluations submitted by Evaluators to Reviewers by January 20<sup>th</sup> and by Reviewers to Commanders by January 30<sup>th</sup> for Members who are no longer within their Probationary Periods. All Evaluations and accompanying statements must be submitted to the Human Resources Section by February 15<sup>th</sup>.
10. Annual Evaluations shall be conducted by the Member's permanent-rank supervisor. Permanent-rank supervisors must be in their positions prior to October 1<sup>st</sup> to conduct annual evaluations, otherwise the next supervisor in the chain of command is responsible for completing the Evaluations. If the permanent-rank supervisor is unable to conduct the Evaluation due to an abrupt departure (e.g. resignation, termination, medical, or death) from the department that occurred after October 1st, the next supervisor in the chain of command is responsible for completing the Evaluations.

#### Performance Evaluations for Multiple Assignments and Detailed Assignments within an Evaluation Period: Officers, Sergeants, and Lieutenants

NOTE: Flow charts illustrating these directives can be found in Appendix A.

11. Evaluations shall be conducted for Members at the end of each assignment, or Detail, whether internal, informal, or formal, that the Member has served for at least 84 days. Supervisors directly overseeing the work performed in the Detail are responsible for conducting the Performance Evaluations. This includes supervisors overseeing Members Detailed for light-duty in the Administrative Duties Division.
12. Permanent-rank supervisors are still required to conduct annual Evaluations for all of their subordinates in January, regardless of whether the Member is Detailed elsewhere at that time.
13. Permanent-rank supervisors vacating their positions through transfer, promotion, or retirement are required to conduct Evaluations for any Members who have been under their leadership for at least 84 days and will not be under their leadership in the new assignment.
  - 13.1. EXCEPTION: Permanent-rank supervisors temporarily assigned to Details are not required to conduct these Evaluations before working in those Details.
14. Evaluations shall be submitted to the Human Resources Section no later than 30 days after the last day of the assignment or Detail.

#### Evaluation Schedule for Command and Executive-Level Sworn Members

15. Annual Evaluations and exceptions to annual Evaluations for Command and Executive-Level Sworn Members shall follow the same schedule as MAPS.

NOTE: For detailed descriptions of the process, see City of Baltimore Administrative Manual Policy 228-1, Performance Management Policy for Managerial and Professional Society of Baltimore Covered Employees.

### **REQUIRED ACTION**

#### **Members Being Evaluated at the Rank of Lieutenant or Below**

16. Members shall participate in a Performance Evaluation Meeting with their Evaluator.
17. Members shall receive their completed Evaluation in Workday at least one (1) day in advance of their Performance Evaluation Meeting from their Evaluator.
18. Members shall ensure that the Evaluation accurately documents any assignments or Details that lasted at least 84 days and any periods of excused absence such as those for medical or military reasons. The reason for the absence does not have to be indicated, only the beginning and end dates are required.

NOTE: When beginning a new assignment or Detail, or returning to permanent assignment after being Detailed, be prepared to discuss any Evaluations from those assignments/Details.

19. Members shall acknowledge in Workday that they have received the Evaluation, reviewed it, and had a Performance Evaluation Meeting with their Evaluator. Acknowledgement does not indicate that the Member agrees with the Evaluation. If the Member disagrees with the assessment, they shall indicate this as follows:
  - 19.1. Members in disagreement with their assessment shall write "disagree" in the Comment section of the Acknowledgement task in Workday and include a detailed statement in the Comment section as to why they disagree within five days of the meeting with their Evaluator.
  - 19.2. The Reviewer (the Evaluator's supervisor) shall receive a Dispute Questionnaire task and reconciliation notification in Workday for the disputed performance evaluation. The Reviewer shall review the Member's evaluation. It is at the Reviewer's discretion to meet with the parties together or separately depending on the nature of the statement.
  - 19.3. Once counseling and reconciliation have been attempted, the Reviewer shall draft a Form 95 detailing the reconciliation recommendations and submit via the Dispute Questionnaire task in Workday.
  - 19.4. HRS shall ensure that Form 95 detailing the reconciliation recommendations is uploaded to the member's performance section in Workday.
20. Members are permitted to view their Evaluations within their personnel records at any time.

#### **Evaluators**

21. Throughout the year, Evaluators of all ranks, shall:

- 21.1. Ensure Members understand how their job responsibilities contribute to the unit, department, and the city.
- 21.2. Coach and mentor by setting examples and inviting Members to be active participants in the problem-solving process. Encourage them to take responsibility for their professional development and success on the job.
- 21.3. Conduct periodic check-ins with subordinates to inform them of progress toward their performance expectations, or to identify areas for improvement and/or design remedial training plans.
- 21.4. When policy requires monitoring or tracking performance throughout the year, establish or follow a required system for regular review (e.g., reviewing reports, Uses of Force, random BWC reviews, and responding to community members) and documentation.
- 21.5. Document information related to performance and counseling throughout the year including, but not limited to: civilian commendations, corrective actions (disciplinary and non-disciplinary counseling) and exceptional or unsatisfactory performances. Document any ongoing efforts and communications regarding Member's performance challenges, areas of growth, and training or professional development needs. It is recommended to retain copies of work that show the performance dimensions being measured.
- 21.6. Upon entering a new assignment or receiving a new Member, review previous Evaluation(s) or PIPs from within the current Evaluation Period to ensure that the Member(s) will receive appropriate guidance and mentoring. Meet with the Member(s) to discuss previous Evaluation(s) and PIPs.

#### Completing Performance Evaluations for Officers, Sergeants, and Lieutenants

22. Evaluators are advised to begin Evaluations a month prior to submission deadline to the Reviewer.
23. Evaluators are prohibited from using boilerplate language or copying (i.e. "copying and pasting") any language from previous Evaluations or using previous Evaluation ratings to "calculate" or "average" the annual Evaluation rating. Evaluators are encouraged to acknowledge any improvements by the Member from previous Evaluations in the narrative
24. For the annual Evaluation, if the Member has not been under the Evaluator's command for the entire Evaluation Period, the Evaluator shall document the other assignments and Details in the *Assignments or Details with Other Supervisors During Evaluation Period* Intro section of the Performance Evaluation in Workday and confirm Evaluations were conducted for any assignments and Details the Member served for at least 84 days.
25. Evaluators shall complete an Evaluation for any subordinate Members, Lieutenant or below, who have served, whether Detailed or assigned, under their leadership for at least 84 days and will soon be moving or returning to a position with a different supervisor.
26. All Evaluations shall be completed as instructed in the Performance Evaluation Manual for the member's respective rank.

27. Evaluators shall measure the Member against the expectations of the position, and not against other Members.
28. Evaluators shall recognize exceptional performance, and any areas of particular growth and achievement, especially in the area of Community Policing.
29. If the Member is in a supervisory position, their Evaluation shall also be measured on their ability to maintain close and effective supervision through counseling and direction; addressing misconduct; administering corrective actions and commendations; identifying training and professional development; and conducting Evaluations.
30. Evaluators shall document information used in completing the Evaluation, which may be subject to examination by supervisors and Command within their chain of command; Executive-Level staff; or the Human Resources Section.
31. Evaluators shall avoid the following common review errors:
  - 31.1. **Central Tendency:** Clustering everyone in the middle performance ratings to avoid extremes of good or bad performance. This is unfair to Members who work beyond expectations and inaccurate for those Members who need to improve.
  - 31.2. **Favoritism:** Overlooking the flaws of favored Members.
  - 31.3. **Grouping:** Excusing below-standard performance because it is widespread.
  - 31.4. **Guilt by association:** Rating someone on the basis of the company they keep, rather than their performance.
  - 31.5. **Halo effect:** Basing assessment on one positive Performance Area.
  - 31.6. **Grudge:** Continually providing assessments below “meets expectations” based on a past negative performance, especially when the Member has already faced the consequence.
  - 31.7. **Horns effect:** Basing assessment on one negative Performance Area.
  - 31.8. **Bias:** Allowing bias to influence rating.
  - 31.9. **Recency:** Basing assessment only on recent performance, good or bad, and not the entirety of the review period.
  - 31.10. **Sunflower effect:** Rating everyone high, regardless of performance.

#### Completing Performance Evaluations for Command and Executive-Level Sworn Members

32. Evaluators shall follow the same schedule and procedure found in the City of Baltimore Administrative Manual Policy 228-1, Performance Management Policy for Managerial and Professional Society of Baltimore Covered Employees and associated MAPS Employee Performance Review Forms.
33. Evaluators shall work with subordinates at the Command and Executive-Level to develop

Performance Goals based on BPD priorities. Refer to the BPD Performance Evaluation Manual for guidance.

34. Evaluators shall base ratings on BPD priorities. Refer to the BPD Performance Evaluation Manual for MAPS definitions and how the Performance Competencies relate to BPD priorities.

#### Conducting a Performance Evaluation Meeting

35. When meeting with the Member, Evaluators shall:
  - 35.1. Select an appropriate time for both parties.
  - 35.2. Schedule an appropriate amount of time for discussion. Factor in enough time for discussion about ratings, especially if any are below meeting expectations.
  - 35.3. Create a comfortable environment. Choose a quiet, private location with limited interruptions.
  - 35.4. Ensure that the Performance Evaluation is released to the Member in Workday at least one day in advance of the meeting and have related documentation readily available.
  - 35.5. Utilize effective communication skills and remain focused on the individual's performance being discussed.
  - 35.6. Praise performance achievements and describe problems.
  - 35.7. For any problems or discrepancies, tactfully point them out. Be objective and speak in terms of specific work data.
  - 35.8. Work to agree on the nature of any problems, the Member's responsibility, and the solution to the problem.
36. For any *Unsatisfactory* Performance Area or Competency ratings, Evaluators shall, after the Evaluation Process is complete, initiate a Performance Improvement Plan (PIP), if not already in effect..

NOTE: PIP's can be initiated at any time outside of the Performance Evaluation Process. Refer to Policy 1709 Sworn Performance Improvement Plans for guidance on how to initiate and complete the PIP process.

#### After Completing the Evaluation Process for Officers, Sergeants, and Lieutenants

37. Evaluators shall not change any entries, directly or by order, in the Evaluation after it has been reviewed with and signed by the Member.
38. Evaluators shall request the guidance of their Reviewer if the Member disagrees with their assessment.
39. Evaluators shall have conducted Performance Evaluation Meetings and submitted completed Performance Evaluations to the Reviewer by January 20<sup>th</sup> for the annual Evaluation and no later

than fifteen (15) working days after the end of the Member's Detail or assignment (for assignments or Details that lasted for at least 84 days).

#### After Completing Performance Evaluations for Command and Executive-Level Sworn Members

40. Evaluators shall follow the instructions found in the City of Baltimore Administrative Manual Policy 228-1, Performance Management Policy for Managerial and Professional Society of Baltimore Covered Employees and associated guides.

#### **Reviewers**

41. Regarding Performance Evaluations of subordinates of the rank of Lieutenant or below, the Reviewer shall:
  - 41.1. Ensure that Evaluations are conducted for all Members under their command and that Evaluators have thoroughly completed them, adhering to the aforementioned required actions, in avoidance of common review errors, and in accordance with the associated Performance Evaluation Manual. Reviewers must also ensure that the Overall Rating is not in discord with Performance Area ratings.
  - 41.2. NOT make any changes to Evaluations directly or by order.
  - 41.3. For instances where the Member has written a statement in disagreement with the Evaluator's assessment, counsel the parties and seek reconciliation. It is at the Reviewer's discretion to meet with the parties together or separately depending on the nature of the statement. Once counseling and reconciliation have been attempted, draft a Form 95 detailing the reconciliation recommendations and submit via the Dispute Questionnaire task in Workday.
  - 41.4. Ensure that the Evaluator's ability to conduct Evaluations is factored into their Performance Evaluations and take corrective action if reports are incomplete, inconsistent, or submitted late.
  - 41.5. Reviewers shall have reviewed and submitted completed Performance Evaluations to Command by January 30<sup>th</sup> for the annual Evaluation and no later than fifteen (15) working days after the end of the Member's Detail or assignment (for assignments or Details that lasted for at least 84 days).

#### Commander (Captain/Deputy Director or Above)

42. Regarding Performance Evaluations of subordinates of the rank of Lieutenant or below, the Commander shall:
  - 42.1. Ensure that Evaluations are conducted for all Members under their command and that Evaluators have thoroughly completed them, adhering to the aforementioned required actions, in avoidance of common review errors, and in accordance with the associated Performance Evaluation Manual.

- 42.2. If a permanent-rank Supervisor abruptly leaves the department, ensure that the next Supervisor in the chain of command conducts Evaluations until the new Supervisor has been in the position for at least 84 days.
- 42.3. NOT make any changes to Evaluations or attached statements once they have been reviewed and signed by the Member, Reviewer, and Evaluator.
- 42.4. Ensure that any *Unsatisfactory* performance area or competency ratings are being addressed through the PIP process established by the Human Resources Section, if not already in effect. For the PIP, the Commander may make a written recommendation consisting of, but not limited to, special training in the area of weakness, complete retraining at the Education and Training Section (E&T), or other administrative action.
- 42.5. Acknowledge they have reviewed the Evaluation in Workday.

#### Human Resources Section (HRS)

43. HRS shall provide notification one to two months in advance of the Annual Evaluations and track that they have been completed and submitted on time.
44. HRS shall, upon request, provide Supervisors with their subordinate(s)' Evaluations from previous assignments within the current Evaluation Period and any associated PIPs, if applicable.
45. HRS shall provide consultation to Evaluators, Reviewers, and Commanders when they seek assistance in conducting Evaluations and implementing PIPs.
46. HRS shall ensure the confidentiality of Evaluations and provide them only to those permitted to review them per BPD policies and procedures.
47. HRS shall retain Evaluations throughout the Member's employment with BPD, or in adherence with any retention policies.

#### Education and Training (E&T)

48. All supervisors shall receive training related to this policy as part of their First-Line Supervisors Training that will cover the basic steps of an objective performance evaluation

### **APPENDICES**

Appendix A: Flow Charts: *When to Conduct an Evaluation*

### **ASSOCIATED POLICIES AND MANUALS**

City of Baltimore Administrative Manual Policy 228-1, Performance Management Policy for Managerial and Professional Society of Baltimore Covered Employees  
Performance Evaluation Manual

**RESCISSION ORDER**

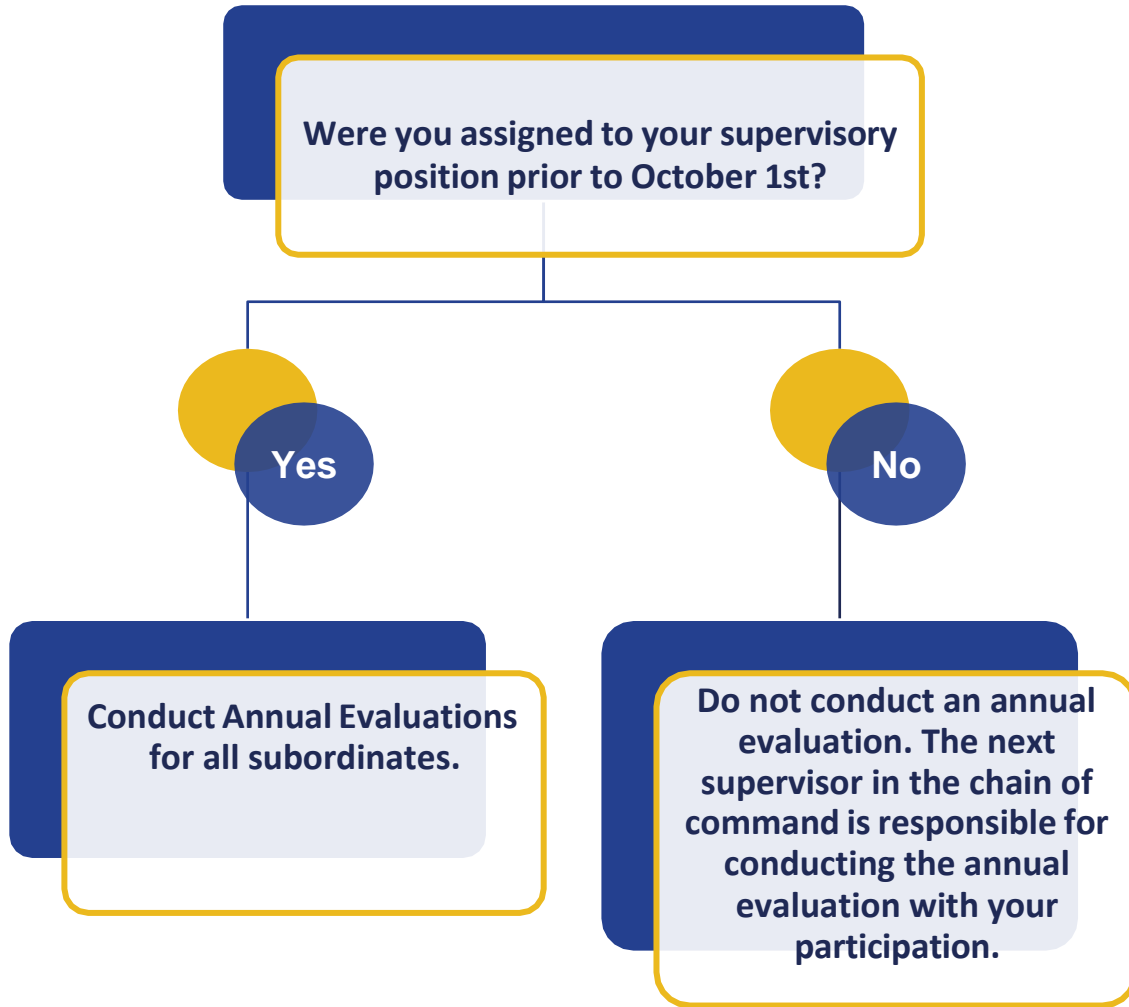
Rescind Policy 1708, *Sworn Performance Evaluations* and PCM 23-02, *Modification of Submission Deadlines for 2022 Performance Evaluations*

**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: When to Conduct an Evaluation**

For Annual Evaluations in January:



**APPENDIX A: When to Conduct an Evaluation, Continued**

For Evaluations of Subordinates Vacating Assignments or Details During the Evaluation Period (calendar year).

