



Policy 1722

Subject CIVILIAN PERFORMANCE EVALUATION	
Date Published 1 July 2016	Page 1 of 21

By Order of the Police Commissioner

POLICY

Performance evaluations are an integral part of the Baltimore Police Department's (BPD) ongoing effort to encourage civilian staff to higher levels of achievement and service. Each civilian staff member will receive a written performance evaluation at least annually. Performance evaluations will be conducted within the context of a set of clear performance objectives and an individual work plan, which may be periodically reviewed with the staff member during the evaluation period.

PURPOSE

The purpose of an effective performance management system is to:

1. Clarify and align performance objectives with BPD goals and values.
2. Provide feedback and coaching concerning job performance.
3. Identify training and professional development needs.
4. Measure and document performance.
5. Identify employees with potential for advancement.

DEFINITIONS

Agency Reviewer — Shall be a supervisor at least two levels (where possible) above the employee to be rated. In no case shall the reviewer and evaluator be the same person. The Agency Reviewer is responsible for ensuring that the evaluation form has been completed correctly and that the material within is accurate and unbiased.

Annual Performance Evaluation — The supervisor should notify the employee in advance that the evaluation is due. The supervisor shall suggest that the employee complete a self-evaluation. The supervisor shall meet with the employee to discuss the performance evaluation form and if applicable the employee's self-evaluation. The completed and signed evaluation shall be placed in the employee's personnel file and a copy given to the employee. The employee may appeal an evaluation only if the overall rating is "Needs Improvement" or "Unsatisfactory". A written request for an appeal must be submitted to the Division Chief or Bureau Deputy Commissioner or his/her designee within seven (7) calendar days of the employee's rating meeting.

Employee Evaluation Cycle — The employee evaluation shall be completed and reviewed within 3 to 5 months of hire for one year probationary employees and thereafter on the employee's Entered on Duty (EOD) date.

Interim Performance Evaluation — The supervisor should conduct a written interim performance evaluation six months prior to the annual evaluation. At this time, any areas that need improvement should be identified and the employee should be given assistance and direction regarding performance improvement. The completed and signed interim evaluation shall be placed in the employee's personnel file and a copy given to the employee.

Performance Evaluation Handbook — Throughout the performance evaluation process, supervisor shall adhere to the guidelines as established in the Baltimore City Performance Evaluation System Handbook. This handbook serves as a guideline and contains definitions and a sample rating scale, which is intended to assist the rater. The Performance Evaluation Handbook and evaluation forms can be found at <http://169.156.41.26/personnel/>.

Planning Meeting — The process of performance management includes setting clear and specific performance expectations for each employee and providing periodic informal and formal feedback about employee performance relative to those stated goals. At the beginning of the evaluation cycle, the employee and the supervisor will meet to discuss the employee's work plan and performance expectations. Work plans may be adjusted based on feedback from the employee at the discretion of the supervisor. The employee and supervisor shall both sign and date the work plan, and the employee will be given a copy of the work plan and the Performance Evaluation Handbook. Supervisors should schedule informal progress meetings with the employee during the performance evaluation cycle as necessary to address the status of his or her performance goals and to clarify and update performance expectation.

Supervisor - The rated employee's immediate superior. The supervisor is the individual who has been designated by the Director/District Commander as responsible for evaluating the employee's work performance.

Work Plan — Course of action outlining the essential responsibilities and duties consistent with the employee's Position Description Form. Each employee must have a work plan within 30 days of starting the position.

REQUIRED ACTION

Evaluation reports must be based on the personal observation, and be solely the work of the rating supervisor. "Civilian Performance Evaluation System" forms shall be completed for civilian employees represented by the City Union of Baltimore (CUB) and the American Federation of State, County and Municipal Employees Union (AFSCME) and the Managerial and Professional Society (MAPS). Evaluation reports shall be completed by all supervisors, civilian as well as sworn, having CUB, AFSCME or MAPS represented civilian employees under their supervision. Reports may be handwritten, typed, or electronically printed. If handwritten, the reports must be neatly printed in ink and legible.

Member

1. Familiarize yourself with the Performance Evaluation System Handbook and this Policy.
2. Familiarize yourself with your job specification, job description and individual work plan.
3. Meet with supervisor to discuss work plan and progress.
4. Participate fully and collaboratively in the performance management process.

Supervisor

1. Familiarize yourself with the Performance Evaluation System Handbook and this Policy before conducting any phase of the performance management process.
2. Attend mandatory performance evaluation training.
3. Develop a work plan with input from the employee, as appropriate.
4. Set expectations, provide ongoing feedback, coach and document performance.
5. Provide a copy of the Performance Evaluation Handbook and a signed copy of the work plan to the employee. Forward original signed copy to the Department's Human Resources Section for inclusion in employee's personnel file.
6. Before each evaluation, give the employee an opportunity to conduct a self-evaluation. Self-evaluations are optional. Employees may use a blank performance evaluation form for this purpose.
7. Conduct a written interim evaluation 6 months prior to the annual evaluation.
8. Conduct a timely performance evaluation at least annually for each employee.
9. Communicate performance results clearly, objectively, privately and professionally.
10. Provide a signed copy of the performance evaluation to the employee.
11. Provide the Agency Reviewer with a copy of each performance evaluation to ensure accuracy.
12. Forward original signed performance evaluation to the Human Resources Section for inclusion in employee's personnel file.
13. Ensure that subordinate personnel understand what is expected of them.

Commanding Officer / Director

1. Familiarize yourself with the Performance Evaluation System Handbook and this Policy.
2. Familiarize yourself with your job specification, job description and individual work plan.
3. Meet with supervisor to develop work plan.
4. Participate in the performance evaluation process by providing feedback to supervisors.

Agency Reviewer

1. Familiarize yourself with the Performance Evaluation System Handbook and this Policy.
2. Attend mandatory performance evaluation training.
3. Ensure that performance reviews are conducted at least annually and in a timely manner.

4. Monitor the supervisor's implementation of the performance evaluation system as outlined in the Baltimore City Performance Evaluation System Handbook.
5. Review performance evaluation prior to the supervisor's evaluation conference with the employee.
6. Sign employee performance evaluation attesting to appropriateness.

NOTE: The Agency Reviewer may disagree with and discuss areas of concern with the supervisor, but may not modify a supervisory evaluation. The Agency Reviewer will not serve as the department head's designee during the appeal process.

Commanding Officer

1. Familiarize yourself with the Performance Evaluation System Handbook and this Policy.
2. Attend mandatory performance evaluation training.
3. Notify supervisors when performance evaluations are due.
4. Monitor supervisor's implementation of the performance evaluation program.
5. Report performance evaluation problems to the City's Department of Human Resources (DHR).
6. Provide statistics on performance evaluations to DHR.
7. File the evaluation form in the employee's personnel folder.
8. Enter performance evaluation data in Human Resources Information System (HRIS).

APPENDICES

- A. Position Description Form
- B. Probationary Employee Evaluation Form
- C. Performance Evaluation Work Plan
- D. Non-MAPS Performance Evaluation Tool
- E. MAPS Performance Evaluation Tool
- F. Performance Improvement Plan Form
- G. Appeal Process
- H. Performance Evaluation Handbook (link) <http://169.156.41.26/personnel/>

RESCISSION

Remove and destroy/recycle Policy 1722, *Civilian Performance Evaluations*, dated 17 July 2014.

COMMUNICATION OF POLICY

This policy is effective on the date listed herein. Commanders are responsible for informing their

APPENDIX A**Position Description Form****CITY OF BALTIMORE POSITION DESCRIPTION FORM****General Instructions:**

The Position Description Form is the official City document used to identify work and establish and maintain positions within the overall framework of City operations. The Administrative Manual and Personnel Manual govern its use. This form may be used when creating/requesting a new position or to generate a reclassification or classification study. The completed form will provide new employees with a description of their duties and will facilitate creation of a work plan as part of the employee performance evaluation process. The Position Description Form provides the basis for establishing job performance objectives and expectations.

Position/Classification Actions:

1. The employee or his/her immediate supervisor must complete this form for all actions involving the creation or the reclassification of a position, or as directed by the Department of Human Resources and/or the Bureau of Budget and Management Research.
2. Print in ink or type all entries.
3. Enter all information as requested for the position as it now exists.
4. Be sure to sign appropriate block at bottom of page 3 or 4 as appropriate.
5. Upon completion of all sections, see applicable Administrative or Personnel Manual (AM-230, PM-370) for routing instructions.

Employee Action

6. Proceed to "Part II" (Page 2) for further instructions.
7. Upon completion, sign form and forward to your immediate supervisor.

Supervisor Action

8. If position is filled, employee must complete "Part II" and supervisor must complete "Part III". If position is new or vacant, supervisor must complete "Part II" and "Part III".
9. Upon completion of the required section(s), sign form and forward to agency head or agency personnel representative.

Performance Evaluation

Use **Part II** of this form to capture the key job duties and percent of time spent working across those duties as a way to ensure shared understanding between employees and their supervisors. Document changes to job duties as they occur and review this section of the Position Description periodically throughout the performance review period to ensure successful tracking against established work output targets and performance goals.

PART 1

1. Job #: (Program/Job Number/Activity)	2a. Job Title:	2b. Job Code:
3. Department:	4. Bureau:	5. Division:
6a. Supervisor's Job Title:	6b. Job Code:	
7. Type of Action:		
<input type="checkbox"/> CREATION/CLASSIFICATION OF NEW POSITION <input type="checkbox"/> CLASSIFICATION STUDY		
<input type="checkbox"/> RECLASSIFICATION OF EXISTING POSITION <input type="checkbox"/> PERFORMANCE APPRAISAL/WORK PLAN		
<input type="checkbox"/> SALARY EVALUATION FOR EXISTING CLASSIFICATION <input type="checkbox"/> OTHER:		
8. Reason for Action: What significant changes have occurred to this position that justify this action? When and why did such changes occur?		

EMPLOYEE	Name:	DEPARTMENT OF HUMAN RESOURCES USE ONLY	
	Work Address:	Phone: () - , ext	
EMPLOYEE'S SUPERVISOR	Name:		
	Work Address:	Phone: () - , ext	
AGENCY HEAD OR REPRESENTATIVE	Name:		
	Work Address:	Phone: () - , ext	
BBMR ANALYST Signature Required	<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		
	Name:		
	Work Address:	Phone: () - , ext	

PART 2

APPENDIX A (Cont.)**Position Description Form****INSTRUCTIONS FOR DUTY AND RESPONSIBILITY STATEMENTS:**

1. To describe your job, first think of the entire range of things that you do during the course of a day, week, month or year – whichever is appropriate.
2. Next, using short statements, list HOW and WHAT you do in your job that leads to a common end-result or purpose.
3. Finally, list these groups of statements, or DUTIES, with the most important DUTY first, and the least important last. Then, in the column marked “% of the time”, estimate the percentage of time that you spend on each DUTY. * Remember, the total of all percentages must equal 100.
4. Be as brief as possible, but do not leave out important information. Most jobs can be described in 7 or fewer duty statements that give a good picture of what the job involves. Describe the PRESENT duties and responsibilities of your job and estimate what percentage of your time you devote to each duty and responsibility. **Do not copy the duties listed in the class specifications.**

Example:

% of Time Total = 100%	DUTY OR RESPONSIBILITY
50	1. Takes dictation of letters and reports and transcribes material into desired typed format; proofreads typed copy; corrects spelling, grammar and punctuation.
30	2. Produces typed copy from written communication and types similar materials as above from rough written copy; proofreads typed copy; corrects spelling, grammar, and punctuation.
20	3. Maintains filing system by taking file folders, categorizing materials according to established system, and searching files for materials needed.

% Of Time Total = 100%	DUTY OR RESPONSIBILITY *Use additional sheets if necessary.
	1.
	2.
	3.
	4.
	5.
	6.
	7.

5. **WORK SCHEDULE:** Indicate your normal workweek and hours below. Explain any unusual scheduling such as rotating shift, callback, or stand-by.

DAY	From	To
Mon	:	:
Tue	:	:
Wed	:	:
Thu	:	:
Fri	:	:
Sat	:	:
Sun	:	:

6. **WORKING CONDITIONS**

- a) Time worked indoors % Time worked outdoors % (Total = 100%)
 b) Does your job involve working in uncomfortable or unpleasant physical surroundings? Please explain.
 c) Does your job working in hazardous conditions? Please explain.

APPENDIX A (Cont.)**Position Description Form**

7. EQUIPMENT USED: List any machines, tools, or other equipment that you are required to use on the job.			
Type of Equipment	% Time Used	Type of Equipment	% Time Used

8. PERSONAL CONTACTS: Does your job involve contact with people *other than* your co-workers in your unit? How often? For what reason?

9. SUPERVISION RECEIVED:
a) Check the box for how you most often receive your work instructions: ☐ In Writing ☐ Orally
b) Briefly describe how often your work is reviewed, by whom, and for what purpose.

10. SUPERVISION GIVEN TO OTHERS:
a) Total number of employees reporting directly to you:
b) Do you supervise employees in any of the following ways? Check all that apply.
☐ 1. Approve Leave
☐ 2. Assign and Review Work
☐ 3. Complete Performance Evaluations
☐ 4. Recommend Disciplinary Action
☐ 5. Recommend Firing
☐ 6. Recommend Hiring
☐ 7. Recommend Promoting
☐ 8. Train New Employees
☐ 9. Other:
☐ 10. Other:
c) List the number and class of employees you supervise directly.

NUMBER	CLASS TITLE	ENTER (1-10) FROM THE ABOVE LIST OF SUPERVISORY DUTIES THAT APPLY

11. EMPLOYEE CERTIFICATION: I certify that the information I have given in response to the above questions represents a complete and accurate description of the duties and responsibilities of my position.

Signature: * Required if not vacant

Date: / / 20

APPENDIX A (Cont.)

Position Description Form

PART 3: TO BE COMPLETED BY SUPERVISOR	
1.	REVIEW AND COMMENT: Please review items 1-16 and comment on those items that you feel do not properly describe the work of the position. Refer by item number to each item on which you comment. Use additional sheets if necessary.
2.	SUPERVISION GIVEN TO EMPLOYEE: a) Describe the type and frequency of supervision that you must give to this position. b) Attach an organizational chart that indicates the organizational line of supervision above and below this position. Please indicate, "proposed" when listing a position that does not currently exist.
3.	KNOWLEDGE, SKILLS AND ABILITIES: List the knowledge, skills and abilities that you feel any employee in this position must possess BEFORE hiring.
4.	EDUCATION AND EXPERIENCE: a) What kind of, and how much, education and/or experience must an employee have BEFORE hiring in order to assure satisfactory job performance? b) What licenses, certificates and/or registrations must an employee have BEFORE hiring? c) What kind of training must be provided to an employee AFTER hiring?
5.	SUPERVISOR CERTIFICATION: I certify that the above information on this position is complete and accurate. Signature: * Required Date: / / 20
6.	DEPARTMENT HEAD OR AGENCY PERSONNEL REPRESENTATIVE CERTIFICATION: I certify that the above information on this position is complete and accurate. Signature: * Required Date: / / 20

APPENDIX B**Probationary Employee Evaluation Form****PROBATIONARY EMPLOYEE EVALUATION FORM**

Employee Name: _____

Hire Date: _____ Evaluation Date: _____

	Acceptable	Marginal	Unacceptable
1. Attendance- The degree to which an employee is prompt, and follows rules concerning break and meal periods.			
2. Interpersonal Skills - The willingness and ability to communicate, cooperate and work with others, including external customers.			
3. Adherence To Policy: The degree to which an employee follows all policies and regulations (e.g., safety, workplace violence, sexual harassment, cell phone, etc.)			
4. Teamwork: The degree to which an employee works as a team member to accomplish the department's mission; participates willingly; supports the team; and makes contributions.			
5. Work Quality - The accuracy, detail and acceptability of work accomplished.			
6. Productivity - The accuracy of assigned work finished in a specified amount of time.			
7. Dependability: The degree to which an employee can be relied upon to complete a job.			
8. Leadership (If applicable): The degree to which an employee gives clear and concise instructions; delegates proper workload; uses authority appropriately following rules and regulations; and gives constructive feedback.			

Comments:

Witness (If Applicable)_____
Employee_____
Supervisor

APPENDIX C**Performance Evaluation Work Plan**

PERFORMANCE EVALUATION WORK PLAN WORKSHEET

Employee:

Date: / / 20

Position/Title:

Instructions: Meet with employee to discuss the assigned tasks performed by the employee. Write down specific objectives and the standard that would meet your expectations. These objectives can be taken from the employee's Position Description Form. Three examples are included in the chart below. Use this Worksheet when evaluating employees.

Note: A Position Description Form must be completed prior to initiating the Work Plan Worksheet.

OBJECTIVE	MEASURABLE EXPECTATION
Examples: 1. Create agency newsletter 2. Complete bi-weekly payroll 3. Pay invoices	Examples: 1. Submit draft by month's end. Seldom makes errors. 2. Enter markings in E:Time by noon on Friday. Seldom makes errors. 3. Process DPO's daily. Log payment and file in order by DPO number. Upon receipt of Level III, reconcile payment of invoice with Level III report accuracy.

Name of Witness:

Name of Employee:

Signature

Signature

Name of Supervisor:

Signature

APPENDIX D**Non-MAPS Performance Evaluation Tool**
BALTIMORE CITY EMPLOYEE EVALUATION TOOL
 (For Non-Cabinet Level/Non-MAPS Employees)

PURPOSE: Baltimore City Government, through its performance evaluation process, strives to recognize the value of every member of its workforce. This evaluation process serves the interests of employees and management by translating the City's mission into achievable organizational and job specific competencies. The continuous communication for staff provides timely performance feedback and recognition of job accomplishments.

Name:		Job #:
Evaluation Period: From: / /20 To: / /20		
Department/Agency:		
Position Title:	Work Phone #: () -	
Immediate Supervisor:	Work Phone #: () -	
If this evaluation is not conducted during the regular evaluation cycle, please explain:		

DEFINITIONS FOR PERFORMANCE RATINGS:

- Exceeds Expectations:** Employee consistently meets expectations of the job and frequently exceeds expectations with respect to one or more assigned responsibilities.
- Meets Expectations:** Employee's performance clearly meets the expectations and basic requirements of the job.
- Needs Improvement:** Employee meets most but not all expectations of the job. Employee has a need for improvement in one or more assigned responsibilities.
- Unsatisfactory:** Employee does not meet most expectations of the job; there is not sufficient evidence that the needed improvement is taking place.

INSTRUCTIONS FOR CALCULATING OVERALL PERFORMANCE EVALUATION RATING:

COMPLETE PERFORMANCE EVALUATION SHEET ON THE REVERSE SIDE. ONCE COMPLETED, COMPUTE OVERALL RATING.

Review each performance factor description and choose the rating that best describes the employee's work performance for that factor. On the evaluation sheet, "Circle" the numerical ranking that applies. Only one numerical ranking should be chosen. Do not "split" between two rankings.

- Add up the numbers circled in the Rating column.
- Divide the total from the Rating column by the number of factors. For employees without supervisory responsibility, this will be Total /10.
 - For those with supervisory responsibilities, it will be Total /11. In that case, round to the nearest decimal point. e.g. 2.45 would round to 2.5, but 3.43 would round to 3.4.

If the sum of the rankings = 31 and the number of applicable performance factors = 10, the final overall ranking = 3.1 or "Meets Expectations."

OVERALL RATING (Check appropriate box)

- ☐ Exceeds Expectations (3.6-4.0)
 ☐ Needs Improvement (1.6-2.5)
- ☐ Meets Expectations (2.6-3.5)
 ☐ Unsatisfactory (1.0-1.5)

If the overall performance evaluation rating is "Needs Improvement" or "Unsatisfactory", a performance improvement plan must be attached to this performance evaluation form. A written request for an appeal must be submitted to the Department Head or his/her designee within seven (7) calendar days of the employee's rating meeting.

EMPLOYEE COMMENTS:

Employee Signature:	Title:	Date: / /20
Agency Reviewer Signature:	Title:	Date: / /20
Immediate Supervisor Signature:	Title:	Date: / /20
Manager Signature:	Title:	Date: / /20
Administrative Official Signature:	Title:	Date: / /20

APPENDIX D (Cont.)**Non-MAPS Performance Evaluation Tool****INSTRUCTIONS FOR COMPLETING THE
MAPS PERFORMANCE EVALUATION FORM**

Overview: This Performance Evaluation System is a comprehensive program designed to address the evaluation factors of MAPS Level positions. The objective is continuous improvement in performance. An employee performance evaluation must be completed at least annually for all employees. It is strongly suggested that an interim six-month evaluation be conducted between annual evaluations.

Rating: Choose the evaluation score and description that best characterize the employee's work performance. Place an "X" in the box in the upper left corner of that evaluation score. Only one score should be chosen for each factor. Do not "split" between two scores.

Comments:

1. Comments should only address observable or documented job-related behavior and should be directly related to the essential functions of the position.
2. Consideration should be given to providing specific examples of job-related work that indicate how the employee did or did not accomplish the goals and activities of the position.
3. Include comments that indicate the measure or standards that were or were not achieved. These should reflect not only the job-related goals and objectives, but how well the employee's job performance contributed to the mission and goals of the organization (e.g., "Explains licensing procedures to customers in a consistently courteous, prompt manner, both at counter and via phone, and reflects a respect for confidentiality and for individual diversities.").
4. Each evaluation factor represents a unique set of skills and/or responsibilities. Evaluate each factor separately; do not allow the evaluation of one factor to unduly influence the evaluation given to another factor. (This is sometimes known as the "halo" effect where one evaluation score overshadows or colors other evaluation scores.)

Instructions For Calculating Overall Performance Evaluation Score:

1. Total the ratings given to each factor.
2. Count the number of evaluation factors used.
3. Divide the total of the ratings given by the number of evaluation factors used.

(e.g. The sum of the scores given was 15. The employee was rated using 5 evaluation factors on the Performance Evaluation Form. By dividing the sum of scores given (15) by the number of evaluation factors used (5), the Overall Performance Evaluation Score for this employee would be 3. This would place the employee in the "Meets Standards" range, so the supervisor would put an "X" in that box on page one).

APPENDIX E**MAPS Performance Evaluation Tool**

Baltimore City Performance Evaluation for MANAGERIAL AND PROFESSIONAL SOCIETY (MAPS) EMPLOYEES		
PURPOSE: Baltimore City Government, through its Performance Evaluation Process, strives to recognize the value of every member of its workforce. This evaluation process serves the interests of employees and management by translating the city's mission into specific, achievable organizational and job specific competencies. The continuous communication for MAPS level staff provides timely performance feedback and recognition of job accomplishments. The MAPS employee's rating does not affect his/her at-will status.		
Evaluation Period:	From: / / 20	To: / / 20
Employee Name (Print):		Job#:
Department/Agency:		
Position Title:		Work Phone: () -
Immediate Supervisor:		Work Phone: () -
If not within the regular evaluation cycle, explain the reason:		
<p>** If the overall performance evaluation rating is "Needs Improvement" or "Unsatisfactory", a performance improvement plan must be attached to this performance evaluation form. A written request for an appeal must be submitted to the Department Head or his/her designee within seven (7) calendar days of the employee's rating meeting.</p>		

OVERALL PERFORMANCE EVALUATION RATING (See instructions for calculating overall performance evaluation rating on page 2)				
Unacceptable 1.0 - 1.4 <input type="checkbox"/>	Needs Improvement 1.5 - 2.4 <input type="checkbox"/>	Meets Standards 2.5 - 3.4 <input type="checkbox"/>	Exceeds Standards 3.5 - 4.4 <input type="checkbox"/>	Far Exceeds Standards 4.5 - 5.0 <input type="checkbox"/>
NOTE: IF OVERALL PERFORMANCE EVALUATION RATING IS LESS THAN 2.5, A PERFORMANCE IMPROVEMENT PLAN MUST BE ATTACHED.				
EMPLOYEE COMMENTS: My signature indicates that this evaluation was discussed with me in a conference. I have personally reviewed this evaluation and understand that my signature does not imply agreement or disagreement.				
Signature:		Title:	Date: / / 20	
CERTIFICATION BY RATER: I hereby certify that this report constitutes my best judgment of the employee's work performance and is based on my observations and knowledge of his/her work.				
Agency Reviewer Signature:		Title:	Date: / / 20	
Immediate Supervisor Signature:		Title:	Date: / / 20	
Manager Signature:		Title:	Date: / / 20	
Administrative Official Signature:		Title:	Date: / / 20	

APPENDIX E (Cont.)

MAPS Performance Evaluation Tool



BALTIMORE CITY EMPLOYEE PERFORMANCE EVALUATION WORKSHEET

NUMERICAL RATINGS

Limit rounding to one decimal point

3.6 - 4.0 = Exceeds Expectations

2.6 - 3.5 = Meets Expectations

1.6 - 2.5 = Needs Improvement

1.0 - 1.5 = Unsatisfactory

PERFORMANCE FACTORS	RATING (Circle only one box)	COMMENTS [May include goals, suggested areas for job enhancement, career development opportunities, etc. If necessary, attach additional sheet(s)]
Attendance: The degree to which an employee is prompt, and follows rules concerning break and meal periods	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Adherence To Policy: The degree to which an employee follows all policies and regulations (e.g., safety, workplace violence, sexual harassment, cell phone, etc.)	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Teamwork: The degree to which an employee works as a team member to accomplish the department's mission; participates willingly; supports the team; and makes contributions.	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Creativity: The degree to which an employee suggests ideas and discovers new and Improved ways for accomplishing goals	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Dependability: The degree to which an employee can be relied upon to complete a job.	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Initiative: The degree to which an employee searches out new tasks and expands abilities professionally.	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Interpersonal Relationships: The willingness and ability to communicate cooperate and work with others, including external customers.	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Knowledge of Job: The degree to which an employee demonstrates his knowledge of information needed to do the job.	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Productivity: The accuracy of work finished in a specified amount of time	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Quality: The accuracy, detail and acceptability of work accomplished.	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Leadership (If applicable): The degree to which an employee gives clear and concise instructions; delegates proper workload; uses authority appropriately following rules and regulations; and gives constructive feedback	4 3 2 1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
TOTAL (Add checked numbers) =		

Total of numerical rating/ Number of Factors =

Overall Performance Rating (Check corresponding box on page 1.)

If the overall performance evaluation rating is "Needs Improvement" or "Unsatisfactory", a performance improvement plan must be attached to this performance evaluation form.

APPENDIX E (Cont.)

MAPS Performance Evaluation Tool

PERFORMANCE EVALUATION FACTORS FOR MAPS EMPLOYEES				
1. WORK QUALITY: Includes accuracy, neatness, and attention to details. Follows instructions and completes assignments appropriately, etc. Demonstrates attention to details and accuracy and completes work within established or assigned deadlines				
<input type="checkbox"/> 1. Unacceptable Work is frequently rejected because of mistakes; consistently makes errors; mistakes frequently result in a negative impact to the Agency or the Public.	<input type="checkbox"/> 2. Needs Improvement Work is often rejected because of mistakes; often makes mistakes and does not catch them; mistakes often result in a negative impact to the Agency or the Public.	<input type="checkbox"/> 3. Meets Standards Work is performed at acceptable level of accuracy; monitors and measures work products; can be consistently relied upon for timely acceptable results.	<input type="checkbox"/> 4. Exceeds Standards Makes few mistakes, usually minor in nature; work is frequently of reliable high quality even with new tasks, or under difficult conditions.	<input type="checkbox"/> 5. Far Exceeds Standards Mistakes are extremely rare and always minor; consistently maintains highest quality standards and searches for ways to improve results; positive influence on work quality of Agency.
COMMENTS:				
2. JOB KNOWLEDGE: Includes knowledge of and adherence to policies, procedures, etc.; application of appropriate organizational and problem solving skills.				
<input type="checkbox"/> 1. Unacceptable Rarely organizes activities, or applies necessary knowledge or skills appropriately; requires constant supervision	<input type="checkbox"/> 2. Needs Improvement Often does not apply the required knowledge and skills; often requires supervisory follow-up, correcting, or reminding.	<input type="checkbox"/> 3. Meets Standards Consistently applies necessary knowledge and skills appropriately; good organizational skills; consistently produces acceptable work results.	<input type="checkbox"/> 4. Exceeds Standards Frequently demonstrates good organizational skills; and the ability to handle unusual situations; shares knowledge and skills with other employees.	<input type="checkbox"/> 5. Far Exceeds Standards Consistently demonstrates good organizational skills; and seeks opportunities to learn new aspects of work; recognizes and suggests needed changes.
COMMENTS:				
3. CUSTOMER SERVICE: Is cooperative, attentive, and courteous to internal and external customers. Employee is approachable and understands and shares information appropriately, clearly, accurately and concisely.				
<input type="checkbox"/> 1. Unacceptable Consistently demonstrates disrespectful or rude behavior; argumentative, uncooperative; fails to accept responsibility for mistakes.	<input type="checkbox"/> 2. Needs Improvement Often demonstrates discourteous and less than tactful behavior; consistently disrespectful of others; reluctant to help.	<input type="checkbox"/> 3. Meets Standards Consistently demonstrates courteous and tactful behavior; cooperative; attentive; attempts to address and anticipate customer needs.	<input type="checkbox"/> 4. Exceeds Standards Frequently goes beyond requirements to address and anticipate customers' needs without violating protocol; recognizes and responds to customer needs.	<input type="checkbox"/> 5. Far Exceeds Standards Consistently goes above and beyond the call of duty to assist others and anticipate needs without violating office protocol; always recognizes and responds to customer needs.
COMMENTS:				
4. TEAMWORK: Cooperates and contributes to a harmonious and productive work environment. Understands the vision of the organization.				

APPENDIX E (Cont.)

MAPS Performance Evaluation Tool

<input type="checkbox"/> 1. Unacceptable	<input type="checkbox"/> 2. Needs Improvement	<input type="checkbox"/> 3. Meets Standards	<input type="checkbox"/> 4. Exceeds Standards	<input type="checkbox"/> 5. Far Exceeds Standards
Makes little or no effort to participate in unit teamwork; does not appear to understand the impact of his/her actions on team morale.	Participates in teamwork of the unit, but needs to be urged to do so; often acts in a manner not conducive to teamwork and good team morale.	Consistently participates in the teamwork of the unit; willingly assists in backing up others.	Understands role in unit, and initiates actions that contribute to the harmonious and productive work of the team.	Consistently promotes a harmonious and productive work environment; an exceptional team member.
COMMENTS: 5. LEADERSHIP (if applicable): 1) Decision Making: Correctly assesses a situation and makes timely, appropriate decisions; 2) Delegation: Assesses the strengths and potentials of subordinates and assigns work to make best use of employees; 3) Initiative: Proactively identifies problems and means of improving unit operations and employee efficiency; and 4) Working Relationship with Subordinates, Peers, and Managers: Demonstrates appropriate interaction with all levels of management and employees.				
<input type="checkbox"/> 1. Unacceptable	<input type="checkbox"/> 2. Needs Improvement	<input type="checkbox"/> 3. Meets Standards	<input type="checkbox"/> 4. Exceeds Standards	<input type="checkbox"/> 5. Far Exceeds Standards
Poor understanding or application of leadership skills; is unable to effectively handle unit employee supervision or does not work effectively with other supervisors or management.	Often demonstrates poor leadership skills; occasionally handles unit employee supervision in an inappropriate manner; and/or some difficulty working effectively with other supervisors and/or management.	Demonstrates a good understanding and application of leadership skills; handles employee supervision satisfactorily; works effectively with other supervisors and/or management.	Demonstrates a practical understanding/application of leadership skills; employee supervision is effective; sometimes develops innovative, effective supervisory approaches; has good working relationships with other supervisors and managers.	Is a role model to other supervisors and managers in the application of leadership skills; employee supervision is consistently efficient and effective and frequently develops innovative and effective supervisory approaches; is called upon to assist and/or mentor other supervisors and managers.
COMMENTS: 6. FISCAL MANAGEMENT (if applicable): Exercises sound fiscal management practices to achieve strategic goals of the Agency/Department. Identifies ways to improve the bottom line through outcome budgeting.				
<input type="checkbox"/> 1. Unacceptable	<input type="checkbox"/> 2. Needs Improvement	<input type="checkbox"/> 3. Meets Standards	<input type="checkbox"/> 4. Exceeds Standards	<input type="checkbox"/> 5. Far Exceeds Standards
Often demonstrates poor understanding or application of fiscal management skills; consistently over extends actual budget allocation	Occasionally demonstrates good understanding and application of sound fiscal management practices; many times expenditures exceed approved allocated budget; annual budget submittal often late.	Demonstrates a good understanding and application of sound fiscal management practices; accountable for fiscal outcomes; institutes cost saving measures; effectively controls costs and manages resources; budget outcomes are acceptable;	Consistently demonstrates a practical understanding/application of sound fiscal management through prioritization; accountable for fiscal outcomes; often aligns strategic planning with budget outcomes; effectively controls	Develops innovative, effective fiscal approaches to outcome budgeting; accountable for fiscal outcomes; Consistently institutes cost saving measures; aligns strategic planning with budget outcomes and prioritization; develops outcome measures

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		timely annual budget submittal.	costs and manages resources by instituting cost saving measures; sometimes develops innovative, effective fiscal approaches; timely annual budget submittal.	based on key objectives of the organization; sets target funding levels; fiscal constraints are adhered to; timely annual budget submittal.
COMMENTS:				
7. ADAPTABILITY TO CHANGE AND ACCEPTS RESPONSIBILITY: Deals with change in a cooperative manner; meets deadlines and completes work as assigned; seeks additional responsibility. Accepts suggestions or constructive criticism.				
<input type="checkbox"/> 1. Unacceptable	<input type="checkbox"/> 2. Needs Improvement	<input type="checkbox"/> 3. Meets Standards	<input type="checkbox"/> 4. Exceeds Standards	<input type="checkbox"/> 5. Far Exceeds Standards
Consistently demonstrates resistance to change and adjustments to work assignments; uncooperative in dealing with unanticipated change; slow to start assignments; must be reminded to meet deadlines; requires close supervision.	Often does not accept changes and adjustments to work assignments; comments or behavior following change are not constructive; does not take initiative; reluctantly accepts responsibility; often misses deadlines.	Takes initiative when appropriate; meets deadlines; consistently accepts responsibility for position; is cooperative in dealing with change; willingly learns new areas of work.	Frequently takes initiative; welcomes extra responsibilities; work output is consistently thorough; presents positive outlook on changes and adjustments to work assignments; motivation and productivity not affected by change.	Enthusiastically accepts change and takes initiative on a regular basis; seeks additional responsibilities; volunteers for special projects or assignments; suggests work enhancements and improvements.
COMMENTS:				
8. HUMAN RESOURCES MANAGEMENT (if applicable): 1) Staffing: Coordinates employee coverage and leave utilization to maintain efficient unit operations; 2) Employee Development and Training: Effectively trains new employees and introduces new policies, procedures, and operations; identifies employee training needs and plans for and provides appropriate training opportunities. Recognizes individual employee potential and provides opportunities for employee growth and career development, and 3) Employee Relations Management: Manages employee performance, and discipline appropriately; completes and uses employee performance evaluation as a coaching/counseling tool.				
<input type="checkbox"/> 1. Unacceptable	<input type="checkbox"/> 2. Needs Improvement	<input type="checkbox"/> 3. Meets Standards	<input type="checkbox"/> 4. Exceeds Standards	<input type="checkbox"/> 5. Far Exceeds Standards
Training and development of employees is frequently inadequate; employees are unprepared for completion of unit operations and services; employee shortages occur which could have been anticipated; employee management is ineffective; ineffectively disciplines employee; does not	Some aspects of employee management are inadequate or inappropriate; employee mishandling of assigned work is a direct consequence of inadequate training and development; office coverage is sometimes inadequate; little or no attention given to developing employee potential; occasional instances of	Selection, training and development of employees is effective and unit employees are assigned duties commensurate with their skills, abilities and potential; assures adequate office coverage; keeps employees informed; employees receive appropriate training and development opportunities.	Demonstrates a good understanding of effective employee selection, training, and development; employees are well prepared to handle most situations; office coverage is handled efficiently; employee management is handled smoothly; problems with employee interaction and/or	is a role model to other supervisors and managers in the application of leadership skills; employee supervision is consistently efficient and effective and frequently develops innovative and effective supervisory approaches; is called upon to assist and/or mentor other supervisors and managers.

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complete employees' performance evaluations appropriately.	inappropriate or inadequate employee management and/or completion of employees' performance evaluations.	Employee management is acceptable and discipline handled appropriately, and satisfactory completion of employees' performance evaluations.	discipline are identified and resolved early, and employees' performance evaluations provide good insights into individual needs and potential.
COMMENTS: 9. ATTENDANCE/DEPENDABILITY: Is reliable, arrives and departs in a timely manner, including breaks; schedules leave in advance, in consideration of the office's needs; considers impact of leave usage on department operations and employees and acts accordingly. (Do not consider absences protected under FMLA and ADA)			
<input type="checkbox"/> 1. Unacceptable Consistently tardy and/or consistently takes unscheduled leave; leave usage has adverse impact on department operations and employees	<input type="checkbox"/> 2. Needs Improvement Often tardy and/or often takes unscheduled leave	<input type="checkbox"/> 3. Meets Standards Rarely tardy; presence can be relied upon; consistently schedules leave in advance as much as possible; considers office needs when scheduling leave; at workstation and ready to work at beginning of shift	<input type="checkbox"/> 4. Exceeds Standards Willingly accepts undesirable shifts, overtime, or office coverage assignments; stays until a job is done, even if it requires staying beyond normal work hours with authorization; very flexible and available
<input type="checkbox"/> 5. Far Exceeds Standards Frequently volunteers to adjust leave schedule, takes overtime assignments, works undesirable shifts, or handles office coverage; extremely dependable regarding work hours and use of leave			
COMMENTS:			
Sum of numerical rating from each applicable factor = \div Total factors used = Final Rating Check appropriate corresponding overall performance evaluation rating box on page one.			
IF OVERALL PERFORMANCE EVALUATION RATING IS LESS THAN 2.5, A PERFORMANCE IMPROVEMENT PLAN MUST BE ATTACHED TO THIS PERFORMANCE EVALUATION FORM.			

APPENDIX F**Performance Improvement Plan Form**

City of Baltimore Performance Improvement Plan

Employee Name:		Supervisor:
Job Title:		Department/Section:
Is the Performance Improvement Plan based on an interim review or annual review?		Date:
INSTRUCTIONS: Indicate below which performance factor or factors need improvement. Together with the employee, draft an action plan showing what the employee must do to improve his or her performance. Indicate also any actions that the supervisor will undertake to assist in this effort. Refer to the work plan and the expectations that were established therein. Be sure to include the deadline(s). Once the action plan is agreed upon, both employee and supervisor sign where designated below.		
Performance Factor(s) Needing Improvement	Action Plan	Deadline (s)
Example: Interpersonal Relationships	1. Take a course in Red Carpet Customer Service 2. No complaints received within the next quarter.	1. September 2010 2. October 2010

Employee Certification:

I hereby certify that I have personally reviewed this report and understand that my signature does not imply agreement or disagreement.

Employee Signature and Date

Supervisor Certification:

I hereby certify that this report constitutes my best judgement for the performance of this employee and is based on personal observation and knowledge of his/her work.

Supervisor Signature and Date

APPENDIX G**Appeal Process****APPEAL PROCESS**

1. An overall rating of "Needs Improvement" or "Unsatisfactory" may be appealed. An overall rating of "Meets Expectations" or above may not be appealed.
2. A written request for an appeal must be submitted to the Division Chief or Bureau Deputy Commissioner or his/her designee within seven (7) calendar days of the employee's Rating Meeting.
3. The Division Chief or Bureau Deputy Commissioner or his/her designee will review the rating and investigate the appeal, in keeping with the "Civilian Performance Evaluation System Handbook".
4. The Division Chief or Bureau Deputy Commissioner or his/her designee may make changes, where appropriate, to the individual factor ratings or the overall rating.
5. Any changes made shall be initialed by the Division Chief or Bureau Deputy Commissioner or his/her designee.
6. The Division Chief or Bureau Deputy Commissioner or his/her designee shall attach a letter to the rating form indicating the outcome of the appeal, and the reasons why the rating was changed or allowed to stand. The rated employee shall be given a copy of the decision.

APPENDIX H

Performance Evaluation Handbook (link)

Booklet accessed via internet link <http://169.156.41.26/personnel/>