



Policy 1708

Subject

SWORN PERFORMANCE EVALUATIONS

Date Published

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By Order of the Police Commissioner

POLICY

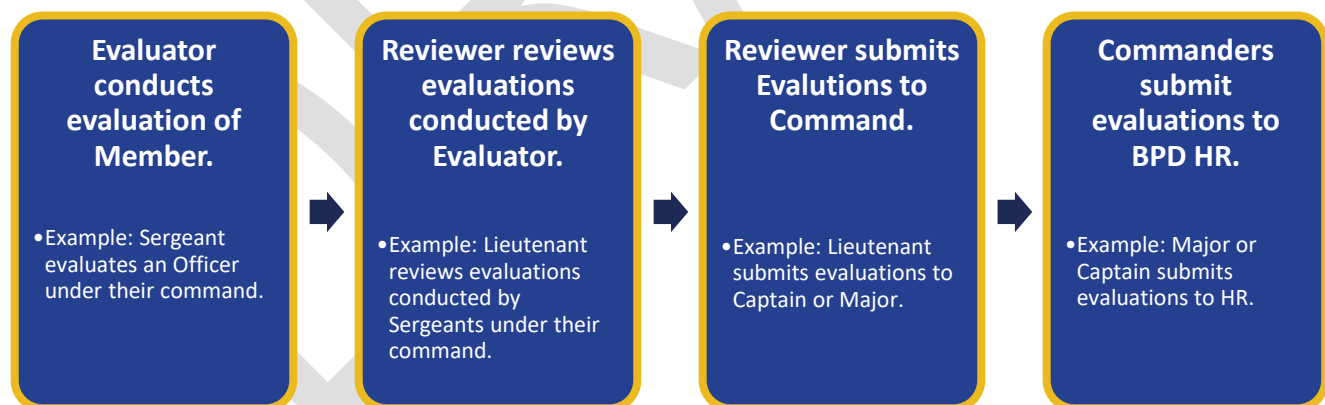
The Baltimore Police Department (BPD) will ensure the fair, impartial, and accurate evaluation of employee performance and that every sworn member will receive an annual performance evaluation. These evaluations will guarantee that sworn members are performing their duties in a manner that advances the 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 till an annual evaluation to discuss subordinates' performances, but should provide ongoing feedback, coaching and direction to their subordinates.

DEFINITIONS

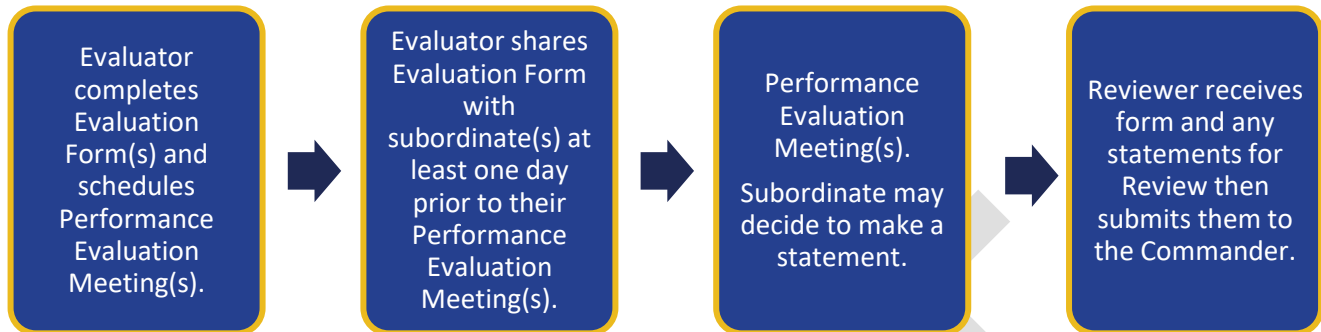
Detail – A temporary work assignment, other than the member's permanent assignment, that is made through a formal Detail Order with a definitive timeframe that can be extended. Details do not include secondary employment.

Evaluation Process – For purposes of this policy, the process of conducting, reviewing, and submitting evaluations for members, and definitions of involved parties:

- Chain of Review for Evaluations of Members with the rank Lieutenant or Below:



- Steps for Conducting an Evaluation of Members with the rank Lieutenant or Below:



- **Executive-Level Members** – Sworn members of the rank of Lt. Colonel and above who are being evaluated.
- **Commander** – Sworn members of the rank of Captain and above, or civilian employees of the position of Deputy Director and above.
- **Reviewer** – A direct 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.

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

Job Competencies – Found on the MAPS Employee Performance Review Form. 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 Evaluation Forms, 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 Form), 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 Form (Evaluation Form) – Document used to indicate assignment information, performance ratings, and descriptive narratives. The information contained within this form will be filed with the Member's personnel record. Types of forms:

- Officer Performance Evaluation Form
- Sergeant/Lieutenant Performance Evaluation Form
- MAPS Employee Performance Review Form

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

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

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 – Found on the MAPS Employee Performance Review Form. 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 Evaluations Forms. For more detailed definitions of these terms as they relate to the MAPS Employee Performance Review Form, 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 – Members within their probationary periods.

Probationary Period – §16-10(e)(2) The first year of service following completion of entrance level training.

Quarterly Evaluations – Evaluations conducted for probationary members during their probationary period.

GENERAL

1. Performance Evaluations must 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 and Form are 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. Adherence to this policy will remain in effect when the department transitions to an electronic system of record.
3. All completed Performance Evaluations are confidential and should only be seen by those individuals involved in the Evaluation Process and those designated in policy.
4. All completed Performance Evaluations and accompanying documents will be retained by BPD's Human Resources Division and attached to the Sworn Member's personnel record.
5. Performance Evaluations will be considered in future permanent assignment changes and promotions.

SCHEDULES

Probationary Members of the Rank of Lieutenant or Below

6. Probationary members will receive Quarterly Evaluations on the following schedule:
 - 6.1. January 1st – March 31st ,
 - 6.2. April 1st – June 30th ,
 - 6.3. July 1st – September 30th , and
 - 6.4. October 1st – December 31st.
7. A Probationary Member must have completed 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.
8. Probationary Members should receive no less than four Quarterly Evaluations during their Probationary Period unless the final Quarterly Evaluation is scheduled to be conducted between October 1st and December 31st. The annual Evaluation completed in January will cover that period.
9. The final Quarterly evaluation shall be completed on the fifteenth (15th) day after the last month of their Probationary Period.

Annual Evaluation Schedule: Officers, Sergeants, and Lieutenants

10. Annual Evaluations will be completed, Performance Evaluation Meetings held, and forms submitted to Reviewers by January 20th and to Commanders by January 30th for Members who are no longer within their Probationary Periods. All Evaluation Forms and accompanying

statements must be submitted to the Human Resources Division by February 15th.

11. Annual Evaluations will be conducted by the Member's permanent-rank supervisor. Permanent-rank supervisors must be in their positions prior to October 1st 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 C.

12. Evaluations must be conducted of 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 from the Administrative Duties Division.
13. Permanent-rank supervisors are still required to conduct annual Evaluations for all of their subordinates in January, regardless if the Member is detailed elsewhere at that time.
14. 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 no longer be under their leadership in the new assignment.

NOTE: Permanent-rank supervisors assigned to details are not required to conduct these evaluations before working in those details.

15. Evaluations must be submitted to the Human Resources Division no later than 30 days after the last day of the assignment or detail.

Evaluation Schedule for Command and Executive-Level Sworn Members

16. Annual Evaluations and exceptions to annual evaluations will follow the same schedule as MAPS employees. MAPS performance management period runs concurrent with the City's fiscal year (July 1st – June 30th).
 - 16.1. August: Complete the Form for the coming year.
 - 16.2. December: Mid-Year Review
 - 16.3. May/June: Prepare Final Evaluation

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 of the Rank of Lieutenant or Below**

17. Members shall participate in a Performance Evaluation Meeting with their Evaluator.
18. Members will receive a copy of the completed evaluation form at least one (1) day in advance of their Performance Evaluation Meeting from their Evaluator.
19. Members shall ensure that the evaluation accurately documents any assignments or details that were served for at least 84 days and any periods of 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.

20. Members in disagreement with their assessment must draft a statement as to why they disagree. The Reviewer must attempt to reconcile the conflicting assessments, and draft and submit a secondary assessment along with the Evaluator's assessment and Member's statement.
21. Members may attach a statement up to five days after meeting with their Evaluator to express agreement or disagreement with the Evaluator's assessment, and/or highlight accomplishments or other areas of performance during the Evaluation Period.
22. Members must sign and date the form to acknowledge that they have received a copy of the form, reviewed it, and had a Performance Evaluation Meeting with their Evaluator. Signing the form does not indicate that the Member agrees with the evaluation. If the Member disagrees, they are not to sign and date the form until the Reviewer has attempted reconciliation and attached their secondary assessment
23. Members are permitted to view their Evaluations within their personnel records at any time.

Evaluators

Throughout the year, Evaluators of all ranks, shall:

24. Ensure Members understand how their job responsibilities contribute to the unit, department, and the city.
25. 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.
26. 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.

27. When policy requires monitoring or tracking performance throughout the year, must 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.
28. 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.
29. 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.

In the completion of Performance Evaluations for Officers, Sergeants, and Lieutenants:

30. Evaluators are advised to begin Evaluations a month prior to submission deadline to the Reviewer.
31. 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
32. 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 on the Officer or Sergeant/Lieutenant Evaluation Forms under *#8 Assignments or Details with Other Supervisors During Evaluation Period* and confirm Evaluations were conducted for any assignments and details the Member served for at least 84 days.
33. 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.
34. All evaluations shall be completed as instructed in the Performance Evaluation Manual.
35. Evaluators shall measure the Member against the expectations of the position, and not against other Members.
36. Evaluators will recognize exceptional performance, and any areas of particular growth and achievement, especially in the area of Community Policing.
37. If the Member is in a supervisory position, their Evaluation will 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.

38. Evaluators shall document information used in completing the Evaluation form, which may be subject to examination by supervisors and Command within their chain of command; executive-level staff; or the Human Resources Division.
39. Avoid common review errors:
- 39.1. **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.
 - 39.2. **Favoritism:** Overlooking the flaws of favored members.
 - 39.3. **Grouping:** Excusing below-standard performance because it is widespread.
 - 39.4. **Guilt by association:** Rating someone on the basis of the company they keep, rather than their performance.
 - 39.5. **Halo effect:** Basing assessment on one positive performance area.
 - 39.6. **Grudge:** Continually providing assessments below “meets expectations” based on a past negative performance, especially when the member has already faced the consequence.
 - 39.7. **Horns effect:** Basing assessment on one negative performance area.
 - 39.8. **Bias:** Allowing bias to influence rating.
 - 39.9. **Recency:** Basing assessment only on recent performance, good or bad, and not the entirety of the review period.
 - 39.10. **Sunflower effect:** Rating everyone high, regardless of performance.

In the completion of Performance Evaluations for Command and Executive-Level Sworn Members:

- 40. Evaluators will 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.
- 41. Evaluators will 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.
- 42. Evaluators will base ratings on BPD priorities. Refer to the BPD Performance Evaluation Manual for MAPS definitions and how the Performance Competencies relate to BPD priorities.

When Conducting a Performance Evaluation Meeting for all Members regardless of rank:

- 43. When meeting with the Member, Evaluators shall:

- 43.1. Select an appropriate time for both parties.
 - 43.2. Schedule an appropriate amount of time for discussion. Factors such as expected ratings below meeting expectations or whether the Member intends to provide a statement should be considered when estimating time needed.
 - 43.3. Create a comfortable environment. Choose a quiet, private location with limited interruptions.
 - 43.4. Provide Member with copy of the Evaluation at least one day in advance and have related documentation readily available.
 - 43.5. Utilize effective communication skills and remain focused on the individual's performance being discussed.
 - 43.6. Praise performance achievements and describe problems.
 - 43.7. For any problems or discrepancies, tactfully point them out. Be objective and speak in terms of specific work data.
 - 43.8. Work to agree on the nature of any problems, the Member's responsibility, and the solution to the problem.
44. For *Unsatisfactory* ratings, Evaluators should, after the Evaluation Process is complete, develop a PIP, if not already in effect. PIPs should be done in consultation with the Human Resources Division and approved by the Commander.

NOTE: PIP's can be initiated at any time outside of the Performance Evaluation process.

Upon Completion of the Evaluation Process for Officers, Sergeants, and Lieutenants:

45. Evaluators shall not change any entries, directly or by order, in the Evaluation after it has been reviewed with and signed by the Member.
46. Evaluators shall request the guidance of their Reviewer if the Member disagrees with their assessment.
47. Evaluators shall have conducted Performance Evaluation Meetings and submit completed Performance Evaluation Forms to the Reviewer by January 20th for the annual Evaluation and no later than fifteen (10) working days after the end of the Member's detail or assignment (for assignments or details that lasted for at least 84 days).
48. Evaluators shall inform the Member if the Reviewer or Commander has provided any additional praise or positive feedback to the Evaluation.

Upon the completion of Performance Evaluations for Command and Executive-Level Sworn Members:

49. Evaluators will 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

Regarding Performance Evaluations of subordinates of the rank of Lieutenant or below, the Reviewer shall:

50. 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 on the form is not in discord with Performance Area ratings.
51. NOT make any changes to Evaluations directly or by order.
52. 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 has been attempted, draft and attached a secondary assessment.
53. Indicate they do not concur with the evaluation on the signature line if they disagree with the Evaluator's assessment. The Reviewer must then conduct a secondary evaluation and submit it with the Evaluator's assessment and any other documentation. The Reviewer will then discuss differences with the Evaluator.
54. Ensure that the Evaluator's ability to conduct evaluations are factored into their performance evaluations and take corrective action if reports are incomplete, inconsistent, or submitted late.
55. Reviewers shall have reviewed and submitted completed Performance Evaluation Forms to Command by January 30th 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 or Above)

Regarding Performance Evaluations of subordinates of the rank of Lieutenant or below, the Commander shall:

56. 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. 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.
57. NOT make any changes to Evaluations or attached statements once they have been reviewed and signed by the Member, Reviewer, and Evaluator.
58. Ensure that *Unsatisfactory* performances are being addressed through the PIP process established by the Human Resources Division, 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 Division, or other administrative action.

59. Acknowledge they have reviewed the Evaluation by signing and dating the form prior to submitting to the Human Resources Division.
60. Submit evaluations of all Members under their command to the Human Resources Division no later than February 15th for annual evaluations, or thirty (30) working days after the last day of the Member's assignment or detail (for assignments or details that lasted for at least 84 days), or quarterly evaluations.
61. Attach a written explanation for late submissions for reports submitted after deadline. List on the explanation all reports that are being submitted late.

Human Resources Division

The Human Resources Division:

62. Will provide notification one to two months in advance of the Annual Evaluations and track that they have been completed and submitted on time.
63. May examine evaluations for adherence to policy, procedures, and avoidance of common errors.
64. Will, upon request, provide Supervisors with their subordinate(s)' Evaluations from previous assignments within the current Evaluation Period and any associated PIPs, if applicable.
65. Will provide consultation to Evaluators and Commanders when they seek assistance in conducting Evaluations and implementing PIPs.
66. Must ensure the confidentiality of Evaluations.
67. Must retain Evaluations throughout the Member's employment with BPD, or in adherence with any retention policies.

Education and Training

68. All supervisors will 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. The training will include, but not limited to, reviewing standards and expectations; monitoring and documentation techniques; evaluation form preparation and avoiding common review errors; and conducting the performance evaluation meeting.

APPENDIX

- A. Officer Performance Evaluation Form
- B. Sergeant/Lieutenant Performance Evaluation Form
- C. 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

Mission Statement

Performance Evaluation Manual

Policy 210, Patrol Supervisor Duties and Responsibilities

Policy 1705, Transfers and Details

Policy 1712, Departmental Awards and Commendations

Policy 1721, Promotion to Classified Ranks

Policy 1738, Command Promotions and Promotion Committee

Policy 1902, Separation from Service

RESCISSION

Remove and destroy General Order 5-83 *Sworn Performance Evaluation* dated April 6, 1983 and associated amendments dated November 3, 1997 and November 11, 2014.

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: Officer Performance Evaluation Form

**Baltimore Police Department
Performance Evaluation Form
Officers**

Section A: Member Being Evaluated

1. Name:	2. Rank:	3. Seq #:	4. EOD:
5. Bureau/Division/Unit	6. Form used for: Annual ____ Quarterly ____ Other (refer to manual) ____		
7. Period Covered: From (Day, Month, Year)		To (Day, Month, Year)	
8. Assignments or Details with Other Supervisors During Evaluation Period Description of other assignments and/or details with associated timeframes during the Evaluation Period. If an assignment or detail was at least 84 days, confirm that an evaluation was done for those assignments and submit with this form. (Write N/A for Quarterly and Other evaluations).			
9. Description of Periods of Absence lasting 15 days or more. (medical, military, etc.). Only the beginning and end dates are required.			
10. Duty Assignment During Period Covered within Same Command (begin list with most recent or last duty/position): A: Regular (Descriptive Title, Duties, and Period/Dates Performed) B: Additional (Descriptive Title, Duties, and Period/Dates Performed)			

Section B: Evaluator

11. Name:	12. Rank:	13. Seq #:
14. Bureau/Division/Unit		

Section C: Performance Areas

Performance Rating Guide: [See manual for descriptions of listed Performance Areas.]

Not Applicable: Refers to performance that could not be observed or does not apply to the position.

Unsatisfactory: Did not meet the expectations and requirements of the competency.

Improvement Needed: Some responsibilities were performed capably; however, improvement is needed.

Meets Expectations: Performance consistently met expectations and requirements of the competency. Occasionally achieved results beyond those expected. Contributions regularly align with Departmental and unit goals.

Exceeds Expectations: Performance consistently met and frequently exceeded expectations and requirements of the competency. Frequently achieved results beyond those expected. Contributions consistently align with Departmental and unit goals.

Exceptional: Performance continuously and exceptionally exceeded expectations and requirements of the competency. Contributions that go above and beyond supporting Departmental and unit goals.

15. Performance of Duty [See user manual for explanation]

For all Performance Areas, the Evaluator must provide an explanation, or at least two examples, for the given rating in the space provided underneath.	Not Applicable	Unsatisfactory	Improvement Needed	Meets Expectations	Exceeds Expectations	Exceptional
a. Community Policing						
b. De-Escalation and Use of Force						
c. Crisis Management Techniques						
d. Report Writing						
e. Communication Skills						

Performance of Duty Continued

For all Performance Areas, the Evaluator must provide an explanation, or at least two examples, for the given rating in the space provided underneath.	Not Applicable	Unsatisfactory	Improvement Needed	Meets Expectations	Exceeds Expectations	Exceptional
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						

16. Workplace Professionalism [See user manual for explanation]

For all Performance Areas, the Evaluator must provide an explanation, or at least two examples, for the given rating in the space provided underneath.	Not Applicable	Unsatisfactory	Improvement needed	Meets Expectations	Exceeds Expectations	Exceptional
a. Team Work and Cooperation						
b. Initiative						
c. Leadership and Professionalism						

d. Time and Resource Management						

17. Overall Score

Based on the ratings for <i>Performance of Duty and Workplace Professionalism</i> above, provide an overall assessment of the Officer's performance.						

18. Disciplinary Actions and Commendations

If applicable, provide a list describing the type of action or commendation. If not applicable, mark N/A.	N/A
a. Disciplinary Actions (if known, sustained resulting from PIB investigation during the Evaluation Period).	
b. Civilian Commendations (Attach copies of commendations if available).	
c. Awards and Agency Commendations (Attach copies of commendations if available).	

Section D: Narrative (attach report if necessary)

19. Growth and Achievement: Describe areas where the member has improved and gained proficiency in the position over the evaluation period.
20. Areas for Improvement: Describe all areas where the member could improve, including competencies with low ratings, or where they could gain skills for further growth.

21. **Guidance for Career Development:** Describe any career or training aspirations expressed by the Member and advice provided.

Required only for detail.

22. Indicate your desire to have this member under your command.

Prefer Not to Have ___ Be Willing to Have ___ Be Glad to Have ___ Desire to Have ___

Describe why:

Section E: Signatures and Responses

Officer

I _____ (*Print Name*) acknowledge receipt of the evaluation and confirm that I met with my Evaluator for a Performance Evaluation Meeting.

Check One: I have no statement to make: _____ I have attached a statement: _____

Signature: _____ Date: _____

Evaluator, Reviewer, and Commander Signatures

Evaluator

I CERTIFY that to the best of my knowledge and belief all entries made hereon are true.

Print Name: _____ *Title/Rank:* _____

Signature: _____ *Date:* _____

Reviewer

I CERTIFY that I have reviewed and concur with this evaluation. Yes ___ No ___

Print Name: _____ *Title/Rank:* _____

Signature: _____ *Date:* _____

Commander:

Print Name: _____ *Title/Rank:* _____

Signature: _____ *Date:* _____

APPENDIX B: Sergeant/Lieutenant Performance Evaluation Form

**Baltimore Police Department
Performance Evaluation Form
Sergeants/Lieutenants**

Section A: Member Being Evaluated

1. Name:	2. Rank:	3. Seq #:	4. EOD:
5. Bureau/Division/Unit	6. Form used for: Annual ____ Quarterly ____ Other (refer to manual) ____		
7. Period Covered: From (Day, Month, Year)		To (Day, Month, Year)	
8. Assignments or Details with Other Supervisors During Evaluation Period Description of other assignments and/or details with associated timeframes during the Evaluation Period. If an assignment or detail was at least 84 days, confirm that an evaluation was done for those assignments and submit with this form. (Write N/A for Quarterly and Other evaluations).			
9. Description of Periods of Absence lasting 15 days or more. (medical, military, etc.). Only the beginning and end dates are required.			
10. Duty Assignment During Period Covered within Same Command (begin list with most recent or last duty/position): A: Regular (Descriptive Title, Duties, and Period/Dates Performed)			
B: Additional (Descriptive Title, Duties, and Period/Dates Performed)			

Section B: Evaluator

11. Name:	12. Rank:	13. Seq #:
14. Bureau/Division/Unit		

Section C: Performance Areas

Performance Rating Guide: [See manual for descriptions of listed Performance Areas.]

Not Applicable: Refers to performance that could not be observed or does not apply to the position.

Unsatisfactory: Did not meet the expectations and requirements of the competency.

Improvement Needed: Some responsibilities were performed capably; however, improvement is needed.

Meets Expectations: Performance consistently met expectations and requirements of the competency. Occasionally achieved results beyond those expected. Contributions regularly align with Departmental and unit goals.

Exceeds Expectations: Performance consistently met and frequently exceeded expectations and requirements of the competency. Frequently achieved results beyond those expected. Contributions consistently align with Departmental and unit goals.

Exceptional: Performance continuously and exceptionally exceeded expectations and requirements of the competency. Contributions that go above and beyond supporting Departmental and unit goals.

15. Performance of Duty [See user manual for explanation]

For all Performance Areas, the Evaluator must provide an explanation, or at least two examples, for the given rating in the space provided underneath.	Not Applicable	Unsatisfactory	Improvement Needed	Meets Expectations	Exceeds Expectations	Exceptional
a. Community Policing						
b. De-Escalation and Use of Force						
c. Crisis Management Techniques						
d. Report Writing						
e. Communication Skills						

Performance of Duty Continued

For all Performance Areas, the Evaluator must provide an explanation, or at least two examples, for the given rating in the space provided underneath.	Not Applicable	Unsatisfactory	Improvement Needed	Meets Expectations	Exceeds Expectations	Exceptional
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						

16. Workplace Professionalism [See user manual for explanation]

For all Performance Areas, the Evaluator must provide an explanation, or at least two examples, for the given rating in the space provided underneath.	Not Applicable	Unsatisfactory	Improvement needed	Meets Expectations	Exceeds Expectations	Exceptional
a. Team Work and Cooperation						
b. Initiative						
c. Leadership and Professionalism						

d. Time and Resource Management						

17. Supervision Skills [See user manual for explanation]

For all Performance Areas, the Evaluator must provide an explanation, or at least two examples, for the given rating in the space provided underneath.	Not Applicable	Unsatisfactory	Improvement needed	Meets Expectations	Exceeds Expectations	Exceptional
e. Reviews Subordinates' Documentation for Policy Compliance						
f. Conducts Force Investigations/Reviews						
g. Addresses Misconduct and Performance Problems						
h. Provides Meaningful Feedback and Employee Performance Reviews						
i. Recognizes Training Opportunities and Supports Career Growth						

18. Overall Score

Overall Score Based on the ratings for <i>Performance of Duty</i> , <i>Workplace Professionalism</i> , and <i>Supervision Skills</i> above, provide an overall assessment of the Sergeant's or Lieutenant's performance.						

19. Disciplinary Actions and Commendations

If applicable, provide a list describing the type of action or commendation. If not applicable, mark N/A.	N/A
a. Disciplinary Actions (if known, sustained resulting from PIB investigation during the Evaluation Period).	
b. Civilian Commendations (Attach copies of commendations if available).	
c. Awards and Agency Commendations (Attach copies of commendations if available).	

Section D: Narrative (attach report if necessary)

20. Growth and Achievement: Describe areas where the member has improved and gained proficiency in the position over the evaluation period.
21. Areas for Improvement: Describe all areas where the member could improve, including competencies with low ratings, or where they could gain skills for further growth.
22. Guidance for Career Development: Describe any career or training aspirations expressed by the Member and advice provided.

Required only for detail.

23. Indicate your desire to have this member under your command.
Prefer Not to Have ____ Be Willing to Have ____ Be Glad to Have ____ Desire to Have ____
Describe why:

Section E: Signatures and Responses**Sergeant/Lieutenant**

I _____ (*Print Name*) acknowledge receipt of the evaluation and confirm that I met with my Evaluator for a Performance Evaluation Meeting.

Check One: I have no statement to make: _____ I have attached a statement: _____

Signature: _____ Date: _____

Evaluator, Reviewer, and Commander Signatures**Evaluator**

I CERTIFY that to the best of my knowledge and belief all entries made hereon are true.

Print Name: _____ *Title/Rank:* _____

Signature: _____ *Date:* _____

Reviewer

I CERTIFY that I have reviewed and concur with this evaluation. Yes ____ No ____

Print Name: _____ *Title/Rank:* _____

Signature: _____ *Date:* _____

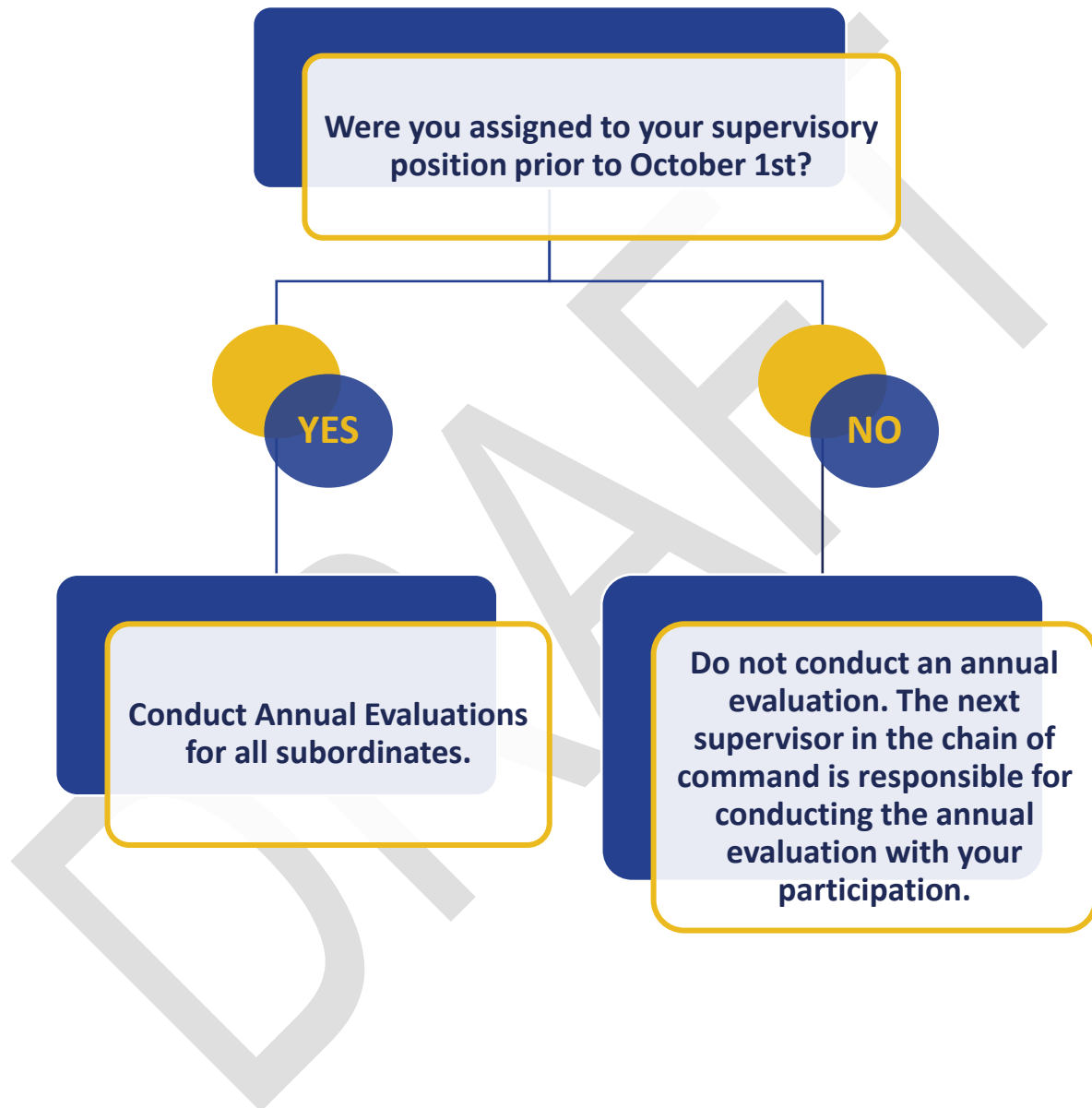
Commander:

Print Name: _____ *Title/Rank:* _____

Signature: _____ *Date:* _____

APPENDIX C: When to Conduct an Evaluation

For Annual Evaluations in January:



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

