



Baltimore Police Department

Performance Evaluation Manuals

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Baltimore Police Department
Performance Evaluation Manual
Officer

Performance Evaluation User Manual Officer

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Manual Overview

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 command, 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.

The following Performance Evaluation Manual is designed to assist Evaluators in completing the Performance Evaluation Forms.

Performance Evaluation Form Overview

The form is divided into five sections, which are listed below with brief descriptions. Instructions regarding the evaluation process, schedule, and roles and responsibilities can be found in Policy 1708, Sworn Performance Evaluations.

Section A: Officer Being Evaluated

This section includes basic information regarding the Officer being evaluated and particular details for the evaluation period.

If an Officer is being evaluated for a detail, or any other assignment outside of the permanent assignment, the Evaluator must:

#5: Enter the detail or temporary assignment information of the Officer, and

#6: Write “Detail” or “Temporary Assignment” next to “Other.”

For the Annual Evaluation in January, in #8, enter any previous assignments or details the Officer served that lasted at least 84 days. Provide the unit name and timeframe.

**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. <i>(Write N/A for Quarterly and Other evaluations).</i>			
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 B: Evaluator

The purpose of this section is to identify the name and position status of the Evaluator.

Section C: Performance Areas

The purpose of this section is to rate the Officer's performance for the different Performance Areas and to provide a reason and/or examples for the rating. Evaluators can provide the rating in the boxes to the left of the Performance Area name and a row is provided underneath for the narrative explanation for the rating. General descriptions of the Performance Areas are found in this manual, and rating scale definitions can be found on the form, within this manual, and in Policy 1708.

See *Performance Areas* of this manual for guidance on successfully completing this section of the evaluation.

Section D: Narrative

The purpose of this section is for the Evaluator to provide detail beyond the Performance Area ratings and reasoning.

Growth and Achievement: It is mandatory for the Evaluator is to provide detail specific to the Officer, avoiding boilerplate language, on areas where the Officer has demonstrated improvement during the evaluation period and has made notable achievements.

Areas for Improvement: It is mandatory for the Evaluator is to provide detail on areas where the Officer can improve. Any ratings of *Unsatisfactory* or *Improvement Needed* are to be expanded upon here.

Guidance for Career Development: It is mandatory for the Evaluator to discuss with the Member their career aspirations within the department and possible training opportunities or tasks the Officer could complete to gain experience and/or better position themselves for desired career goals.

Section E: Signatures and Responses

This section is to be completed by the Officer, Evaluator, Reviewer, and Commander. The purpose of this section is for the involved Members in the chain of command to acknowledge and confirm the information within the evaluation. Officers have the option to attach a written statement.

Performance Areas: Officers

This section covers performance areas in which Officers will be evaluated.

The following is a description of the different Performance Area sections.

- All Officers are expected to demonstrate the actions under *Performance of Duty* with respect to policy, constitutionality, and law.
- *Workplace Professionalism* are those characteristics that are expected of any professional, regardless of workplace, and found in BPD policies related to conduct becoming an officer.
- *Overall Rating* is an overall assessment based on the ratings given in the previous preceding Performance Areas.
- *Disciplinary Actions and Commendations* is where, if known, the Evaluator will list the type of disciplinary actions that were sustained, or commendations granted during the Evaluation Period. If available, also attach copies of the commendations.

Broad descriptions and policies are provided below for clarity and guidance in conducting evaluations. For the Officer, fulfillment of the listed expectations should be considered in determining the Officer's rating. Underneath each Performance Area, provide an explanation or at least two examples for the given rating.

Descriptions of Performance Areas below provide guidance to Evaluators on assessing Performance Areas. The summary guidance below is in no way exhaustive and shall NOT be referenced in place of applicable directives found in law, policies, and procedures. For example, if an Evaluator is referencing implementation of community policing practices, the Evaluator shall reference the Department's Community Policing Plan rather than the brief guidance pertaining to community policing in this manual.

Performance Ratings

Evaluators have the option of selecting from among the rating categories described below when assessing the work of their subordinates.

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 the expectations or requirements of the Performance Area.

Improvement Needed: Some responsibilities were performed capably but require improvement in certain expectations or requirements of the Performance Area.

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

Exceeds Expectations: Performance that consistently met and frequently exceeded the expectations and requirements of the Performance Area. 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 the expectations and requirements of the Performance Area. This level of performance demonstrates contributions that go above and beyond supporting Departmental and unit goals.

Common Review Errors to Avoid

Avoid common review errors:

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.

Favoritism: Overlooking the flaws of favored members.

Grouping: Excusing below-standard performance because it is widespread.

Guilt by association: Rating someone on the basis of the company they keep, rather than their performance.

Halo effect: Basing assessment on one positive performance area.

Grudge: Continually providing assessments below “meets expectations” based on a past negative performance, especially when the member has already faced the consequence.

Horns effect: Basing assessment on one negative performance area.

Bias: Allowing bias to influence rating.

Recency: Basing assessment only on recent performance, good or bad, and not the entirety of the review period.

Sunflower effect: Rating everyone high, regardless of performance.

Performance of Duty

A. Community Policing

This Performance Area is in reference to the Officers' demonstrated commitment to community engagement and building public trust, and effective use of community-policing and neighborhood problem-solving strategies.

For complete list of directives, and a deeper understanding of BPD's community policing objectives, refer to the Community Policing Plan. Directives can be found on pages 19-25.

Assessment will be based on the Officer's ability to:

- Maintain knowledge about the department's Community Policing Plan and any other neighborhood-specific crime plans, as well as a deep understanding of neighborhoods served.
- Build public trust by participating in formal and informal engagements, being courteous, and acting with procedural justice.
- Maximize positive interactions, create partnerships, and build trust with the community through understanding geography served, formal and informal engagements, and acting with procedural justice.
- Address community priorities and concerns by conducting daily problem-solving, participating in Neighborhood Policing Plan focus groups, implementing neighborhood plans, and notifying supervisors and NCOs of recurring problems and community concerns discussed at formal engagements.
- Accurately document required Community Policing activities and data.
- Remain abreast of community priorities and ensure they are being addressed by inquiring with officers regarding ongoing problems, connecting NCOs to problems, and participating in the development of Neighborhood Policing Plans.

B. De-escalation and Use of Force

This Performance Area applies to the Officer's effective use of de-escalation and use of force tactics.

Assessment will be based on the Officer's ability to:

- Employ de-escalation techniques and uses of force within policy, and intervenes when necessary.
- Demonstrate critical thinking and continual re-assessment in potential use of force situations to pursue the safest outcomes for all involved.
- Ensure BWC remains on and active.
- Secure a scene until someone of a higher authority arrives and follow directives.
- Render aid or request medical assistance when necessary.

- Follow procedures for providing incident documentation and routing for use of force assessment.

Reference Policies related to Use of Force are, but not limited to:

Policy 710, Level 3 Use of Force Investigations/Special Investigation Response Team
 Policy 725, Use of Force Review and Assessment
 Policy 1107, De-Escalation
 Policy 1115, Use of Force

C. Crisis Management Techniques

This Performance Area applies to the Officer's ability to maintain composure in high-intensity and crisis situations, especially those involving people with behavioral health disabilities, and employ proper incident command techniques.

Assessment will be based on the Officer's ability to:

- Recognize if an incident is a crisis event, respond appropriately, and request support such as a CIT officer.
- Ensure BWC remains on and active.
- Secure a scene until someone of a higher authority arrives and follow directives;
- Employ trauma-informed strategies, de-escalation techniques, and uses of force within policy.
- Render aid or request medical assistance when necessary.
- Follow procedures for routing and providing accurate information related to the event such as Behavioral Health Forms.

Reference Policies related to Crisis Management are, but not limited to:

Policy 710, Level 3 Use of Force Investigations/Special Investigation Response Team
 Policy 725, Use of Force Review and Assessment
 Policy 1107, De-Escalation
 Policy 1115, Use of Force

D. Report Writing

This performance area differs from written communication skills in that the focus of this is on the quality and accuracy of the Officer's reports, search warrants, supportive affidavits, declarations, or statements required by policy and procedures, especially as they relate to documentation for stops, searches, and arrests, and uses of force.

Assessment will be based on the Officer's ability to:

- Follow policy and procedures for report writing such as documenting reportable incidents and evidence that are required by policy; using correct forms/reports, formatting, and fields; submitting within required timeframes; and ensuring the safety, security, and retention of departmental records
- Draft legibly, completely, and accurately; document relevant and required information and details; use proper departmental terminology and refrain from using jargon or canned, conclusory, or boilerplate language that is not accompanied by specific facts; and sign and date as required.
- Effectively convey justifications for reasonable articulable suspicion (RAS) and probable cause (PC) in statements and reports.
- Accurately document if any exigent circumstances or exceptional circumstances existed.
- Document any injuries.
- Accurately document any statements made by witnesses, victims, community members, or other involved parties.
- Properly memorialize events captured on BWC.
- Respond to needs for corrections to reports by supervisors and ensure mistakes are not repeated.
- Appropriately memorialize details of supervisory approvals or disapprovals.
- Accurately collect, document, and store information regarding detainee transport within required timeframe.
- Route documentation to appropriate units and submit required documents to courts, judges, or attorneys within required timeframes.
- Provide members of the public with required documentation for their records.

Reference Policies related to report writing are, but not limited to:

Policy 104, Incident Reporting

Policy 210, Patrol Supervisor Duties and Responsibilities

Policy 725, Use of Force Review and Assessment

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1007, Search and Seizure Warrants
- Policy 1104, Arrest Warrants
- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches

Policy 1401, Control of Property and Evidence

Policy 1809, Exculpatory Evidence Disclosure Requirement

E. Communication Skills

This Performance Area applies to the Officer's verbal and written communication skills, as well as their adherence to communication policies, procedures, and protocols. In both forms of communication, Officers should be able to read, listen, and comprehend; express themselves

formally and informally with clarity, courtesy, and professionalism; exercise sound judgment; and not violate rules regarding making public statements through media as a representative of the BPD.

When evaluating verbal communication skills, consideration should be made of the Officer's ability to actively listen; effectively exchange information with various groups of people (citizens, dispatch, supervisors and subordinates whether sworn or civilian, BPD colleagues, etc.), either directly or over communication devices; and to speak in front of groups.

When evaluating written communication skills, consideration should be made of the Officer's ability to write clearly and use proper spelling, punctuation, and grammar when writing formally or informally, on paper or electronically, including data entries into management systems and applications.

Assessment will be based on the Officer's ability to:

- Write with clarity in a manner that limits confusion when records are referenced later.
- Communicate effectively and respectfully with BPD colleagues and the public, regardless of circumstance; provide explanations and answer questions to the best of their ability; and utilize departmental resources for communicating with persons with limited English proficiency.
- Actively listen when receiving information and ask questions.
- Accurately use departmental terminology, codes, acronyms, and abbreviations; avoid jargon in reports and when interacting with the public.
- Relay and share critical information with support units, superiors, or other specialized units such as ECU.
- Employ correct oral codes and follow protocols for providing necessary information when utilizing departmental radio, and properly notify the Communications Section when required.
- Clearly explain any requests for approvals or disapprovals.
- Properly notify chain of command when required.
- Understand that anything being written or recorded may be retained for future purposes and should be professional.

Reference policies related to Communication Skills are, but not limited to:

Policy 104,	Incident Reporting
Policy 210,	Patrol Supervisor Duties and Responsibilities
Policy 301,	Code of Ethics
Policy 405,	Roll Call Procedures
Policy 406,	Roll Call Trainings
Policy 601,	Member Confidentiality Obligations and Media Releases
Policy 701,	Departmental Radio Communications
Policy 1103,	Communicating with Individuals Who Are Deaf and Hard of Hearing
Policy 1301,	Personal Communication Devices
Policy 1735,	Language Access Services for Limited English Proficient (LEP) Persons

F. Decision-Making Skills

Decision-making skills include those made for operational or tactical reasons, as well as administrative decisions, or decisions to ensure community and/or Member safety.

Assessment will be based on the Officer's ability to:

- Solve problems, such as handling neighbor disputes or employing the most effective, least intrusive law-enforcement approach.
- Use sound judgment—the ability to think clearly to arrive at logical conclusions.
- Recognize when to request assistance.
- Police constitutionally and in accordance with most effective, least intrusive principles and the Maryland Declaration of Rights.
- Take appropriate action on the occasion of a crime, disorder, or other condition deserving police attention; and uses sound judgment to avoid unreasonable or unnecessary risk of all people involved or present.
- Determine if the elements of any crime or otherwise reportable incident are met, such as reasonable articulable suspicion and probable cause.
- Ensure actions such as investigatory stops, searches, and arrests are supported by BPD policy and law.
- Select appropriate subjects and witnesses for interviews and investigations, and adhere to policy and procedure.
- Identify and secure evidence and/or areas where evidence would need to be collected.

Reference policies related to Decision-Making Skills are, but not limited to:

Policy 210, Patrol Supervisor Duties and Responsibilities

Policy 401, Command Inspections/Audits

Policy 1002, Securing and Interviewing Witnesses

Policy 1008, Investigative Operations

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1018, Lesser Offenses & Alternatives to Arrest
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches
- Policy 1115, Use of Force

G. Demonstrated Integrity and Use of EPIC Principles

Integrity refers to the ability to demonstrate moral principles, continue legitimate work activities in the face of on-duty triggers or difficult situations, and support other Members' wellbeing and to also act honorably. Officers have a duty to intervene and prevent misconduct or problematic practices in keeping with the EPIC (Ethical Policing Is Courageous) program.

Assessment will be based on the Officer's ability to:

- Demonstrate honorable traits such as honesty, integrity, accountability, and responsibility throughout all actions.
- Look out for their own and other's mental health and general wellness such as recognizing signs of trauma, fatigue/burnout, suicidal risk, or problematic changes in behavior, and seeking assistance. These behaviors may lead to unethical decisions.
- Intervening to protect other Members, regardless of rank, against mistakes and misconduct as directed in Policy 319, Duty to Intervene, and in EPIC training.
- Handle sensitive information.
- NOT demonstrate and report or intervene if others do demonstrate dishonorable traits such as, but not limited to:
 - Harassing others
 - Excessive force
 - Making false statements
 - Theft/fraud/waste
 - Attempting to influence with or being influenced by favors.
 - Using position for personal benefit
 - Retaliation

Reference policies and training related to Demonstrated integrity and Use of EPIC Principles are, but not limited to:

Policy 210, Patrol Supervisor Duties and Responsibilities
Policy 301, Code of Ethics
Policy 302, Rules and Regulations
Policy 319, Duty to Intervene
Policy 321, Expedited Resolution of Minor Misconduct
Policy 1729, Anti-Retaliation
Policy 1701, Equal Employment Opportunity and Diversity
Policy 1703, Employee Assistance Program
Policy 1707, Early Intervention System
Policy 1711, Peer Support Program
Policy 1712, Departmental Awards and Commendations
Policy 1729, Whistleblower Protection
Policy 1731, Critical Incident Stress Management Protocol
Ethical Policing Is Courageous (EPIC) Training

H. Demonstrated Commitment to Fair and Impartial Policing

This Performance Area is to reflect the Officer's demonstrated commitment to fair and impartial policing and their treatment of individuals or groups possessing actual or perceived characteristics that are linked to protected classes under state, federal, and local laws, or classes identified in Policy 317, Fair and Impartial Policing. This is regardless of the individual's or group's involvement in the incident before, during, or after.

Assessment will be based on the Officer's ability to:

- Practice non-discriminatory policing.
- Consistently employ procedural justice practices.
- Consistently act and speak in a professional and respectful manner with all people, especially those belonging to groups with actual or perceived characteristics linked to protected classes under state, federal, and local laws, or classes identified in Policy 317, Fair and Impartial Policing.
- Use proper terminology (e.g. pronouns) and avoid the use of derogatory language/terms.
- Include only necessary demographics that are central to the encounter or incident in reports or other documentation.
- Ensure only same-gender (based on gender-identity) strip and body cavity searches are conducted, unless otherwise directed by the person being searched. If cross-gender searches are conducted, that proper documentation was taken.
- Respect detainee's individual characteristics or needs when transporting them such as gender identity or a disability requiring a wheelchair.

Reference policies related to Demonstrated Commitment to Fair and Impartial policing are, but not limited to:

Policy 210,	Patrol Supervisor Duties and Responsibilities
Policy 301,	Code of Ethics
Policy 302,	Rules and Regulations
Policy 305,	Department Values, Vision and Mission
Policy 317,	Fair and Impartial Policing
Policy 325,	Procedural Justice in Interactions
Policy 712,	Crisis Intervention Program
Policy 720,	Interactions with Lesbian, Gay, Bisexual, Transgender and Queer/Questioning Individuals

I. Professional Attire and Equipment Maintenance

This Performance Area refers to the Officer's dedication to appearing neat, smart, and well-groomed in uniform or civilian attire while representing the department. It also includes the proper maintenance of equipment, including vehicles, whether issued directly to the Officer or shared.

Assessment will be based on the Officer's ability to:

- Appear neat, clean and well-groomed to project an image of professionalism.
- Adhere to appearance standards such as properly displaying/affixing badges, and those based on situations such as court appearances, prescribed duty assignment, and seasonal changes.
- Ensures BWCs are functioning, charged, and properly placed.
- Assume personal responsibility for all departmental property issued or shared. Report any missing, damaged, or malfunctioning equipment via official channels. Does not use departmental equipment for personal reasons, unless given permission.
- Prepare for duty and roll call inspections, or equivalent, with proper attire, gear and equipment. Inspect all equipment before each tour of duty.
- Properly maintain and store firearms and other issued equipment.
- Report through official channels any crashes of departmental vehicles.
- Inspect issued vehicle before tour of duty.

Reference policies related to attire and equipment are, but not limited to:

Policy 210, Patrol Supervisor Duties and Responsibilities
Policy 312, Professional Appearance Standards
Policy 402, Command Inspections/Audits
Policy 405, Roll Call Procedures
Policy 409, Firearms Regulations
Policy 824, Body Worn Cameras
Policy 1501, Police Badges
Policy 1504, Departmental Uniforms and Equipment
Policy 1506, Control, Inventory, and Accountability of Property
Policy 1511, Vehicle Inspection and Maintenance

Workplace Professionalism

A. Teamwork and Cooperation

When evaluating the Officer, consideration should be made of their willingness to work in harmony with co-workers and supervisors, both sworn and civilian, colleagues in partnering agencies, and the community.

Characteristics and abilities include, but are not limited to:

- Developing professional relationships with colleagues within and outside of the Department.
- Contributing to group and team projects, “teamwork.”
- Supporting and assisting colleagues.
- Offering praise and thanks, giving credit where credit is due.
- Handling disagreements.
- Handling sensitive or personal information with care, i.e. doesn’t spread gossip or air others’ dirty laundry.

Characteristics DO NOT include:

- Being insubordinate or disrespectful.
- Losing one’s temper.
- Complaining excessively and not seeking solutions.
- Using vulgar language or making crude jokes.
- Teasing or making fun of others.

Reference policies for Teamwork and Cooperation are, but not limited to:

Policy 301, Code of Ethics
Policy 302, Rules and Regulations
Policy 305, Department Values, Vision, and Mission
Policy 314, Fraternization and Nepotism

B. Initiative

When evaluating the Officer, consideration should be made of their trait to take necessary or appropriate action towards one’s own efficiency and the betterment of their unit in meeting Departmental and unit goals.

Characteristics and abilities include, but are not limited to:

- Keeping skills up to date and seeking trainings outside of those required.
- Having a career plan or career goals.
- Actively requesting feedback.

- Seizing opportunities for self-improvement or the improvement of the unit or Department.
- Offering constructive solutions to existing or anticipated issues in the office or in the field.
- Tactfully sharing ideas for workplace improvements.
- Turning information into action.
- Volunteering to represent the Department at events.

C. Leadership and Professionalism

When evaluating the Officer consideration should be made of their capacity to inspire, motivate, and direct others in the interest of Departmental and unit goals, missions, and values. Consideration should also be made of their qualities of attitude, mannerisms, and bearing.

Characteristics and abilities include, but are not limited to:

- Exuding calm and confidence; being competent and patient; and maintaining focus.
- Developing respect by being respectful and taking an interest in others; and intervening when necessary.
- Illustrating to others how duty tasks are connected to the achievement of Departmental goals and the betterment of the city.
- Understanding strengths and weaknesses. Creating tasks that capitalize on strengths or assist with overcoming weaknesses.
- Involving others in problem-solving and goal setting.
- Providing encouragement when someone is struggling with a task or assignment.
- Learning other's career goals and informing them of trainings that, or illustrating how assigned tasks, will further those goals.
- Celebrating events, successes, and milestones.

D. Time and Resource Management

This performance area reflects the effectiveness and efficiency utilizing personnel, money, and time.

Characteristics and abilities include, but are not limited to:

- Meeting deadlines and not procrastinating
- Being punctual in attendance to all calls, requirements of duty, court appointments, and other circumstances where a time is specified.
- Responding to calls in a timely manner and return to service in a reasonable amount of time.
- Prioritizing or consulting with supervisor about priorities.
- Creating task lists consisting of both routine and assigned tasks. Effectively scheduling the appropriate amount of time, including buffers and breaks. Recognizing when and how

they are most productive and when they are not. Limiting multi-tasking whenever possible.

- Using time management tools such as Outlook, or other calendars for scheduling and to set alerts.
- Informing supervisors of problems or asking for support early before there is limited time or resources to find effective solutions.
- Respond to correspondence and inquiries in a timely manner.
- NOT monopolizing the time of others or creating unnecessary interruptions.
- NOT using worktime for personal reasons, unless given permission.

Reference policies related to Time and Resource Management are, but not limited to:

Policy 301, Code of Ethics
Policy 302, Rules and Regulations
Policy 809, Patrol Staffing Shortages
Policy 1801, Employee Time and Attendance
Policy 1802, Overtime Pay

Overall Rating

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

Disciplinary Actions and Commendations

A. Disciplinary Actions Received

If applicable, provide a list describing the type of action. If not applicable, mark N/A.

B. Civilian Commendations

If applicable, provide a list describing the commendation(s), can be official or unofficial. For the purposes of this evaluation, a commendation is praise, appreciation, and/or acclaim directed towards the member by a civilian. If not applicable, mark N/A.

C. Awards and Agency Commendations

Official commendations received from the department. Provide a list describing the type of commendation(s).

Narratives

In this section, describe the Officer's performance and highlight specific achievements, provide direction, and develop plans for improvement and career goals. The narrative must be:

- Unique to the Officer.
- Void of boilerplate language.
- Specific with distinct examples of noticeable trends and/or incidents.
- Written in the third person. For example, instead of "You did a poor job submitting reports on time," use, "Officer A consistently submits reports on time."
- A minimum of three sentences per area.

Growth and Achievement

This narrative section is mandatory. Describe areas where the Officer has improved and gained proficiency in the position over the reporting period. In this section, provide descriptions of exemplary actions by the Officer. Include any Performance Areas the Officer has improved upon during the evaluation period.

Examples include, but are not limited to:

- Praising the way an Officer engages with the public to build trust and solve problems in collaboration with the community.
- Commending an Officer's actions during a crisis situation by describing both the situation and the de-escalation skills the Officer employed.
- Highlighting that an Officer consistently writes reports without a need for correction, or is consistently courteous to individuals regardless of the situation.
- Explaining how an Officer improved their communication skills with detectives when they arrived on the scene.
- Praising an officer for intervening in problematic situations, demonstrating the EPIC (Ethical Policing Is Courageous) peer intervention program in action.
- Recognizing how an officer consistently demonstrated most effective and least intrusive practices in stops, searches, and arrests without requiring supervisory intervention.
- Commending an officer for handling tense protest situations with poise and professionalism with a steadfast protection of the community's First Amendment rights.

Areas for Improvement

This narrative section is mandatory even if the Officer has received high ratings across all Performance Areas. Supervisors shall provide constructive feedback to officers on how they can improve in any of the Performance Areas detailed in the manual. For example, if an Officer is not attaining high performance in any of the areas in the preceding section of this manual, supervisors should comment on that performance and provide recommendations for improvement.

Even for high performers, there is always opportunity for improvement, including those for career advancements, and evaluators need to support continual growth. Improvements for high-performing members can include encouraging the member to use accrued leave or not overexerting themselves to help others to the detriment of their own wellness.

For Officers who have received low ratings, provide guidance specific to the Performance Area in question. For example, if the Officer received a low rating for community engagement, explain any situations in which they were less than courteous and what they could do to improve.

Guidance for Career Development

This narrative section is mandatory. Evaluators shall discuss with their subordinate ways in which they could gain experience and skills, whether to expand their knowledge, or to better position themselves for their desired position or promotion. The narrative will be a description of the conversation and advice provided. Ways a Member could gain experience can include additional training, detail and task assignments, and/or consulting with an Officer, Sergeant, Lieutenant, or Command in the other unit.



Baltimore Police Department
Performance Evaluation Manual
Sergeant

Performance Evaluation User Manual Sergeant

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Manual Overview

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 command, 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.

The following Performance Evaluation Manual is designed to assist Evaluators in completing the Sergeant Performance Evaluation Forms.

Performance Evaluation Form Overview

The form is divided into five sections, which are listed below with brief descriptions. Instructions regarding the evaluation process, schedule, and roles and responsibilities can be found in Policy 1708, Sworn Performance Evaluations.

Section A: Member Being Evaluated

This section includes basic information regarding the Sergeant being evaluated and particular details for the evaluation period.

If a Sergeant is being evaluated for a detail, or any other assignment outside of the permanent assignment, the Evaluator must:

- #5: Enter the detail or temporary assignment information, and
- #6: Write “Detail” or “Temporary Assignment” next to “Other.”

For the Annual Evaluation in January, in #8, enter any previous assignments or details the Sergeant served that lasted at least 84 days. Provide the unit name and timeframe.

**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 B: Evaluator

The purpose of this section is to identify the name and position status of the Evaluator.

Section C: Performance Areas

The purpose of this section is to rate the Sergeant's performance for the different Performance Areas and to provide a reason and/or examples for the rating. Evaluators can provide the rating in the boxes to the left of the Performance Area name and a row is provided underneath for the narrative explanation for the rating. General descriptions of the Performance Areas are found in this manual, and rating scale definitions can be found on the form, within this manual, and in Policy 1708.

See *Performance Areas* of this manual for guidance on successfully completing this section of the evaluation.

Section D: Narrative

The purpose of this section is for the Evaluator to provide detail beyond the Performance Area ratings and reasoning.

Growth and Achievement: It is mandatory for the Evaluator is to provide detail specific to the Sergeant, avoiding boilerplate language, on areas where the Sergeant has demonstrated improvement during the evaluation period and has made notable achievements.

Areas for Improvement: It is mandatory for the Evaluator is to provide detail on areas where the Sergeant can improve. Any ratings of *Unsatisfactory* or *Improvement Needed* are to be expanded upon here.

Guidance for Career Development: It is mandatory for the Evaluator to discuss with the Member their career aspirations within the department and possible training opportunities or tasks the Sergeant could complete to gain experience and/or better position themselves for desired career goals.

Section E: Signatures and Responses

This section is to be completed by the Sergeant, Evaluator, Reviewer, and Commander. The purpose of this section is for the involved Members in the chain of command to acknowledge and confirm the information within the evaluation. Sergeants have the option to attach a written statement.

Performance Areas

This section covers performance areas in which Sergeants will be evaluated.

The following is a description of the different Performance Area sections.

- All Sergeants are expected to demonstrate the actions under *Performance of Duty* with respect to policy, constitutionality, and law.
- *Workplace Professionalism* are those characteristics that are expected of any professional, regardless of workplace, and found in BPD policies related to conduct becoming an officer.
- *Supervision Skills* are a combination of soft skills such as the ability to counsel and support subordinates, and trained and experienced skills such as reviewing reports and actions for compliance to policy and law.
- *Overall Rating* is an overall assessment based on the ratings given in the previous preceding Performance Areas.
- *Disciplinary Actions and Commendations* is where, if known, the Evaluator will list the type of disciplinary actions that were sustained, or commendations granted during the Evaluation Period. If available, also attach copies of the commendations.

Broad descriptions and policies are provided below for clarity and guidance in conducting evaluations. Fulfillment of the listed expectations should be considered in determining the Sergeant's rating. Underneath each Performance Area, the Evaluator is to provide an explanation or at least two examples for the given rating.

Descriptions of Performance Areas below provide guidance to Evaluators on assessing Performance Areas. The summary guidance below is in no way exhaustive and shall NOT be referenced in place of applicable directives found in law, policies, and procedures. For example, if an Evaluator is referencing implementation of community policing practices, the Evaluator shall reference the Department's Community Policing Plan rather than the brief guidance pertaining to community policing in this manual.

Performance Ratings

Evaluators have the option of selecting from among the rating categories described below when assessing the work of their subordinates.

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 the expectations or requirements of the Performance Area.

Improvement Needed: Some responsibilities were performed capably but require improvement in certain expectations or requirements of the Performance Area.

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

Exceeds Expectations: Performance that consistently met and frequently exceeded the expectations and requirements of the Performance Area. 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 the expectations and requirements of the Performance Area. This level of performance demonstrates contributions that go above and beyond supporting Departmental and unit goals.

Common Review Errors to Avoid

Avoid common review errors:

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.

Favoritism: Overlooking the flaws of favored members.

Grouping: Excusing below-standard performance because it is widespread.

Guilt by association: Rating someone on the basis of the company they keep, rather than their performance.

Halo effect: Basing assessment on one positive performance area.

Grudge: Continually providing assessments below “meets expectations” based on a past negative performance, especially when the member has already faced the consequence.

Horns effect: Basing assessment on one negative performance area.

Bias: Allowing bias to influence rating.

Recency: Basing assessment only on recent performance, good or bad, and not the entirety of the review period.

Sunflower effect: Rating everyone high, regardless of performance.

Performance of Duty

A. Community Policing

This Performance Area is in reference to the Sergeants' demonstrated commitment to community engagement and building public trust, and effective use of community-policing and neighborhood problem-solving strategies.

For complete list of directives for each rank/role and a deeper understanding of BPD's community policing objectives, refer to the Community Policing Plan. Directives can be found on pages 19-25.

Assessment will be based on the Sergeant's ability to:

- Maintain knowledge about the department's Community Policing Plan and any other neighborhood-specific crime plans, as well as a deep understanding of neighborhoods served.
- Maximize positive interactions, create partnerships, and build trust with the community through formal and informal engagements, being courteous, and acting with procedural justice.
- Assist officers in building public trust, fostering deeper understanding of neighborhoods and community priorities, and engaging in problem solving through effective deployments and targeted weekly crime plans, emphasizing Community Policing and providing updates at roll calls, and ensuring officers meet Community Policing goals and requirements.
- Assess effectiveness of Officers (Patrol, DAT & NCO) implementing Community Policing in performance evaluations. Consult with Lieutenants to regularly recognize exemplary work.
- Remain abreast of community priorities and ensure they are being addressed and implemented by inquiring with officers regarding ongoing problems, connecting NCOs to problems, participating in the development of Neighborhood Policing Plans, and communicating with higher ranks and subordinates about daily operational plans.
- Proactively identify recurring trends requiring a Problem-Oriented Policing response and communicate with the lieutenant, the Neighborhood Coordination Officer, and other relevant officers to coordinate appropriate action.

B. De-escalation and Use of Force

This Performance Area applies to the Sergeant's effective use of de-escalation and use of force tactics, as well as supervisory control and command.

Assessment will be based on the Sergeant's ability to:

- Employ de-escalation techniques and appropriate use of force, and intervenes when necessary.
- Demonstrate critical thinking and continual re-assessment in potential use of force situations to pursue the safest outcomes for all involved.
- Respond to scenes when necessary and required, and adhere to policy and procedures as they relate to the different levels of force.
- Assume command and control of the scene: request and assign resources as needed, direct subordinates, support incident commander, ensure BWCs remain active, and secure the scene.
- Employ and direct officers to employ de-escalation techniques and uses of force within policy. Continually observe and assess their actions.
- Render aid or request medical assistance when necessary.
- Notify the Special Investigations Response Team (SIRT) for Level III uses of force and perform required tasks.

Reference Policies related to Use of Force are, but not limited to:

Policy 710, Level 3 Use of Force Investigations/Special Investigation Response Team
 Policy 725, Use of Force Review and Assessment
 Policy 1107, De-Escalation
 Policy 1115, Use of Force

C. Crisis Management Techniques

This Performance Area applies to the Sergeant's ability to maintain composure in high-intensity and crisis situations, especially those involving people with in behavioral health crisis, and employ proper incident command techniques. It also applies to supervisory control and command of such events.

Assessment will be based on the Sergeant's ability to:

- Recognize if an incident is a crisis event, respond appropriately, and request support such as a CIT officer.
- Respond to scenes when necessary and required.
- Assume command and control of the scene: request and assign resources as needed, direct subordinates, support the CIT officer, ensure BWCs remain active, and secure the scene.
- Employ and direct officers to employ trauma-informed strategies, de-escalation techniques, and uses of force within policy.
- Render aid or request medical assistance when necessary. Also ensure subordinates are rendering aid.
- Follow procedures, and ensure subordinates are following procedures, for routing and providing accurate information related to the event such as Behavioral Health Forms and Emergency Petitions; as well as certifying confidential information is secure.

Reference Policies related to Crisis Management are, but not limited to:

Policy 710, Level 3 Use of Force Investigations/Special Investigation Response Team
Policy 725, Use of Force Review and Assessment
Policy 1107, De-Escalation
Policy 1115, Use of Force

D. Report Writing

This performance area differs from written communication skills in that the focus of this is on the quality and accuracy of the Sergeant's reports, search warrants, supportive affidavits, declarations, or statements required by policy and procedures, especially as they relate to documentation for stops, searches, and arrests, and uses of force.

Assessment will be based on the Sergeant's ability to:

- Follow policy and procedures for incident-related documentation such as documenting reportable incidents and evidence that are required by policy; using correct forms/reports, formatting, and fields; and submitting within required timeframes;
- Draft legibly, completely, and accurately; document relevant and required information and details; use proper departmental terminology and refrain from using jargon or canned, conclusory, or boilerplate language that is not accompanied by specific facts; and sign and date as required.
- Effectively convey justifications for reasonable articulable suspicion (RAS) and probable cause (PC) in statements and reports.
- Accurately document if any exigent circumstances or exceptional circumstances existed.
- Document any injuries.
- Accurately document any statements made by witnesses, victims, community members, or other involved parties.
- Properly memorialize events captured on BWC.
- Respond to needs for corrections by supervisors and ensure mistakes are not repeated.
- Appropriately memorialize details of supervisory approvals or disapprovals.
- Accurately collect, document, and store information regarding detainee transport.
- Route documentation to appropriate units and submit required documents to courts, judges, or attorneys within required timeframes.
- Ensure that all protective orders, peace orders, etc. have been logged out, and that items are logged back into the log book at each district according to policy.
- Provide members of the public with required documentation for their records.
- Appropriately submit requests for extensions when needed.
- Properly document any event that required their presence.
- Properly document any neighborhood canvasses.
- Document any orders to disperse.
- Collect and report daily enforcement statistics (arrests, stops, citations, etc.).

- Prepare memoranda to superiors with information about problems, activities, ongoing issues, and other aspects of daily shifts.
- Ensure the safety, security, and retention of departmental records
- Thoroughly enter required information into database systems such as those for internal affairs, human resources, and records management.

Reference Policies related to Report Writing are, but not limited to:

Policy 104, Incident Reporting

Policy 210, Patrol Supervisor Duties and Responsibilities

Policy 725, Use of Force Review and Assessment

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1007, Search and Seizure Warrants
- Policy 1104, Arrest Warrants
- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches

Policy 1401, Control of Property and Evidence

Policy 1809, Exculpatory Evidence Disclosure Requirement

E. Communication Skills

This Performance Area applies to the Sergeant's verbal and written communication skills, as well as their adherence to communication policies, procedures, and protocols. In both forms of communication, Sergeants should be able to read, listen, and comprehend; express themselves formally and informally with clarity, courtesy, and professionalism; exercise sound judgment; and not violate rules regarding making public statements through media as a representative of the BPD.

When evaluating verbal communication skills, consideration should be made of the Sergeant's ability to actively listen; effectively exchange information with various groups of people (citizens, dispatch, supervisors and subordinates whether sworn or civilian, BPD colleagues, etc.), either directly or over communication devices; and to speak in front of groups.

When evaluating written communication skills, consideration should be made of the Sergeant's ability to write clearly and use proper spelling, punctuation, and grammar when writing formally or informally, on paper or electronically, including data entries into management systems and applications.

Assessment will be based on the Sergeant's ability to:

- Set an example by modeling proper communications, both verbal and written, to subordinates through daily interactions.
- Communicate effectively and respectfully within BPD and the public, regardless of circumstance; provide explanations and answer questions to the best of their ability; and

utilize departmental resources for communicating with persons with limited English proficiency.

- Actively listen when receiving information and ask questions.
- Accurately use departmental terminology, codes, acronyms, and abbreviations; avoid jargon in reports and when interacting with the public.
- Employ correct oral codes and follow protocols for providing necessary information when utilizing departmental radio, and properly notify the Communications Section when required.
- Collect and disseminate any memoranda, policy updates, or intelligence information to shift personnel.
- Comprehend and explain policies and procedures, Constitutional law, legal documents, and training materials.
- Clearly explain any approvals or disapprovals.
- Organize and present daily roll call to personnel. Update subordinates on district trends and developments, changes to BPD policy and procedures, scheduling, and other matters as directed by the District Commander.
- Prepare appropriate administrative reports or notices for the next shift supervisor or superiors.
- Properly notify chain of command, Communications, other supervisors or districts when required.
- Relay and share critical information with support units, superiors, or other specialized units such as ECU.
- Enter daily shift rundown into CAD system.
- Understand that anything being written or recorded may be retained for future purposes and should be professional.
- Review and respond to community correspondence (e-mail, voicemail, etc.).

Reference policies for Communication Skills are, but not limited to:

Policy 104, Incident Reporting
Policy 210, Patrol Supervisor Duties and Responsibilities
Policy 301, Code of Ethics
Policy 405, Roll Call Procedures
Policy 406, Roll Call Trainings
Policy 601, Member Confidentiality Obligations and Media Releases
Policy 701, Departmental Radio Communications
Policy 1103, Communicating with Individuals Who Are Deaf and Hard of Hearing
Policy 1301, Personal Communication Devices
Policy 1735, Language Access Services for Limited English Proficient (LEP) Persons
BPD Community Policing Plan

F. Decision-Making Skills

Decision-making skills include those made for operational or tactical reasons, as well as administrative decisions, or decisions to ensure community and/or Member safety.

Assessment will be based on the Sergeant's ability to:

- Use sound judgment—the ability to think clearly to arrive at logical conclusions.
- Recognize when to request assistance.
- Police constitutionally and in accordance with most effective, least intrusive principles and the Maryland Declaration of Rights. Ensure actions such as investigatory stops, searches, and arrests are supported by BPD policy and law.
- Take appropriate action on the occasion of a crime, disorder, or other condition deserving police attention; and uses sound judgment to avoid unreasonable or unnecessary risk of all people involved or present.
- Determine if the elements of any crime or otherwise reportable incident are met, such as reasonable articulable suspicion and probable cause.
- Determine if such incidents are kidnapping, extortion, abduction, parental child abduction, or domestic violence; and notify the required chain of command or support unit.
- Select appropriate subjects and witnesses for interviews and investigations, and adhere to policy and procedure.
- Identify and secure evidence and/or areas where evidence would need to be collected.
- Employ crime analysis techniques and consult with colleagues to define problems, and develop and execute initiatives that improve public safety and build public trust.
- Make decisions under pressure.
- Determine if presence is necessary.
- Effectively deploy officers and assign duties and posts based on work/case load, sound data, and community priorities. Prioritize resource allocation depending on need.
- Assess event scenes and determine whether too many personnel are present and should be redeployed to other assignments, or whether additional support units should be called in.
- Evaluate officers' law-enforcement requests and make decisions that are in alignment with policy, law, departmental goals, and community priorities. This includes, but not limited to, actions requiring supervisory approval for lesser offenses and the issuance of citations; and supervision of first amendment related arrests and seizures.

Reference policies related to Decision-Making Skills are, but not limited to:

Policy 210, Patrol Supervisor Duties and Responsibilities

Policy 401, Command Inspections/Audits

Policy 1002, Securing and Interviewing Witnesses

Policy 1008, Investigative Operations

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1018, Lesser Offenses & Alternatives to Arrest
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches
- Policy 1115, Use of Force

G. Demonstrated Integrity and Use of EPIC Principles

Integrity refers to the ability to demonstrate moral principles, continue legitimate work activities in the face of on-duty triggers or difficult situations, and support other Members' wellbeing and to also act honorably. Sergeants have a duty to intervene and prevent misconduct or problematic practices in keeping with the EPIC (Ethical Policing Is Courageous) program.

Assessment will be based on the Sergeant's ability to:

- Model appropriate ethical and professional behavior.
- Ensure subordinates understand the rules and consequences and consistently reinforce the need for ethical policing and peer intervention. Empower subordinates to report misconduct or intervene, even with Members of a higher rank.
- Look out for their own and other Members' and subordinates' mental health and general wellness such as recognizing signs of trauma, fatigue/burnout, suicidal risk, or problematic changes in behavior. Provide informal counseling and make referrals to the Employee Assistance Program or other appropriate resources to help officers avoid integrity and ethical issues.
- Create comfortable environment for subordinates to seek assistance; and support and coach subordinates in proper peer intervention techniques.
- Intervene to protect other Members, regardless of rank, against mistakes and misconduct as directed in Policy 319, Duty to Intervene, and in EPIC training.
- Accept interventions when made by others, even from lower ranking Members, and recognize the member for intervening.
- Encourage subordinates to recommend Members for commendations for interventions, even if it means admitting they almost made a misstep.
- If appropriate, consider making a recommendation to the Meritorious Service Board that the Member who intervened receive the Peer Intervention Ribbon for his/her actions.
- Handle sensitive information.

Reference policies and training related to Demonstrated Integrity and Use of EPIC Principles are, but not limited to:

Policy 210,	Patrol Supervisor Duties and Responsibilities
Policy 301,	Code of Ethics
Policy 302,	Rules and Regulations
Policy 319,	Duty to Intervene
Policy 1729,	Anti-Retaliation
Policy 1701,	Equal Employment Opportunity and Diversity
Policy 1703,	Employee Assistance Program
Policy 1707,	Early Intervention System
Policy 1711,	Peer Support Program
Policy 1712,	Departmental Awards and Commendations
Policy 1729,	Whistleblower Protection

H. Demonstrated Commitment to Fair and Impartial Policing

This Performance Area is to reflect the Sergeant's demonstrated commitment to, and the assurance their subordinates demonstrate commitment to, fair and impartial policing and their treatment of individuals or groups possessing actual or perceived characteristics that are linked to protected classes under state, federal, and local laws, or classes identified in Policy 317, Fair and Impartial Policing. This is regardless of the individual's or group's involvement in the incident before, during, or after.

Assessment will be based on the Sergeant's ability to, and ensure their subordinate's ability to:

- Practice non-discriminatory policing.
- Consistently employ procedural justice practices.
- Consistently act and speak in a professional and respectful manner with all people, especially those belonging to groups with actual or perceived characteristics linked to protected classes under state, federal, and local laws, or classes identified in Policy 317, Fair and Impartial Policing.
- Use proper terminology (e.g. pronouns) and avoid the use of derogatory language/terms.
- Include only necessary demographics that are central to the encounter or incident in reports or other documentation.
- Ensure that detainees' individual characteristics or needs are respected when they are searched. Ensure only same-gender (based on gender-identity) strip and body cavity searches are conducted, unless otherwise directed by the person being searched. If cross-gender searches are conducted, that proper documentation was taken.
- Respect detainee's individual characteristics or needs when transporting them such as gender identity or a disability requiring a wheelchair.
- Ensure that subordinates are familiar with the contents of Policy 317 through roll call discussions, in-service training, and other means.
- Provide guidance and mentorship to subordinates around treating all individuals in a non-discriminatory, affirming, and respectful manner.
- Assess subordinates' interactions and actions through direct observation, and review of reports and BWC footage, to ensure they are meeting expectations of fair and impartial policing; practicing the directives in Policy 317, and employing procedural justice.
- Confirm that the LGBTQ Liaison notified and receives all reports of events involving LGBTQ members or places known to be associated with or owned by members of the LGBTQ community.

Reference policies related to Demonstrated Commitment to Fair and Impartial Policing are, but not limited to:

Policy 210,	Patrol Supervisor Duties and Responsibilities
Policy 301,	Code of Ethics
Policy 302,	Rules and Regulations
Policy 305,	Department Values, Vision and Mission
Policy 317,	Fair and Impartial Policing
Policy 325,	Procedural Justice in Interactions
Policy 712,	Crisis Intervention Program
Policy 720,	Interactions with Lesbian, Gay, Bisexual, Transgender and Queer/Questioning Individuals

I. Professional Attire and Equipment Maintenance

This Performance Area refers to the Sergeant's dedication to appearing, and ensuring their subordinates appear, neat, smart, and well-groomed in uniform or civilian attire while representing the department. It also includes the assuming personal responsibility for and proper maintenance of equipment, including vehicles, whether issued directly to the Sergeant, their subordinate, or shared by the unit.

Assessment will be based on the Sergeant's ability to:

- Appear neat, clean and well-groomed to project an image of professionalism.
- Adhere to appearance standards such as properly displaying/affixing badges, and those based on situations such as court appearances, prescribed duty assignment, and seasonal changes.
- Ensure BWC is functioning, charged, and properly placed.
- Does not use departmental equipment for personal reasons, unless given permission.
- Prepare for duty with proper attire, gear and equipment. Inspect all equipment before each tour of duty.
- Properly maintain and store firearms and other issued equipment.
- Report through official channels any crashes of departmental vehicles and complete required documentation.
- Inspect issued vehicle before tour of duty.
- Ensure weekly inspection of vehicles and equipment.
- Complete daily inspections of subordinates' personal attire.
- Accompany shift commander during roll call inspection.
- Inspect and document subordinates' firearms bi-weekly.
- Investigate and report any missing, damaged, or malfunctioning equipment through official channels.
- Direct officers to respond to appropriate units for temporary use or replacement of uniforms or equipment; and adhere to policy when subordinates are required to remove or return rifles and shotguns.
- Make daily assignments of personnel to vehicles and report accordingly.
- Ensure completion of vehicle inspections to ensure functionality of Transport Vehicle Camera (TVC) system and compliance with vehicle's preventative maintenance schedule.

- Complete collision investigation reports for collisions involving police personnel and/or vehicles.

Reference policies related to Professional Attire and Equipment Maintenance are, but not limited to:

Policy 210,	Patrol Supervisor Duties and Responsibilities
Policy 312,	Professional Appearance Standards
Policy 402,	Command Inspections/Audits
Policy 405,	Roll Call Procedures
Policy 409,	Firearms Regulations
Policy 824,	Body Worn Cameras
Policy 1501,	Police Badges
Policy 1504,	Departmental Uniforms and Equipment
Policy 1506,	Control, Inventory, and Accountability of Property
Policy 1511,	Vehicle Inspection and Maintenance

Workplace Professionalism

A. Teamwork and Cooperation

When evaluating the Sergeant, consideration should be made of their willingness to work in harmony with co-workers and supervisors, both sworn and civilian, colleagues in partnering agencies, and the community. Consideration should also be made of their oversight of subordinates to ensure they are demonstrating teamwork and cooperation.

Characteristics and abilities include, but are not limited to:

- Developing professional relationships with colleagues within and outside of the Department.
- Contribute to, develop, and coordinate group and team projects, “teamwork.”
- Supporting and assisting subordinates and colleagues.
- Offering praise and thanks, giving credit where credit is due.
- Handling disagreements, whether personally, between subordinates, or between subordinates and other colleagues. Recognize and defuse personnel conflicts within unit or shift.
- Handling sensitive or personal information with care, i.e. doesn’t spread gossip or air others’ dirty laundry.

Characteristics DO NOT include:

- Being insubordinate or disrespectful.
- Losing one’s temper.
- Complaining excessively and not seeking solutions.
- Using vulgar language or making crude jokes.
- Teasing or making fun of others.

Reference policies for Teamwork and Cooperation are, but not limited to:

Policy 301, Code of Ethics
Policy 302, Rules and Regulations
Policy 305, Department Values, Vision, and Mission
Policy 314, Fraternization and Nepotism

B. Initiative

When evaluating the Sergeant, consideration should be made of their trait to take necessary or appropriate action towards one’s own efficiency and the betterment of their unit in meeting Departmental and unit goals.

Characteristics and abilities include, but are not limited to:

- Keeping skills up to date and seeking trainings outside of those required.
- Having a career plan or career goals.
- Actively requesting feedback.
- Seizing opportunities for self-improvement or the improvement of the unit or Department.
- Offering constructive solutions to existing or anticipated issues in the office or in the field.
- Tactfully sharing ideas for workplace improvements.
- Turning information into action.
- Volunteering to represent the Department at events.

C. Leadership and Professionalism

When evaluating the Sergeant consideration should be made of their capacity to inspire, motivate, and direct Subordinates and other Members in the interest of Departmental and unit goals, missions, and values. Consideration should also be made of their qualities of attitude, mannerisms, and bearing.

Characteristics and abilities include, but are not limited to:

- Exuding calm and confidence; being competent and patient; and maintaining focus.
- Reviewing and analyzing circumstances at scenes to advise subordinates on proper procedures, and making assignments.
- Responding to noteworthy incidents and/or significant situations as required such as, but not limited to, sex offenses, death and serious assault investigations, arson, hate crimes, member-involved vehicle crashes, and overdoses; and adhere to policy and procedures related to those incidents.
- Serving as on-scene commander, providing guidance until relieved.
- Oversee preliminary investigations, or ensure they are conducted in accordance with law, policy, and procedure.
- Adhering to roll call procedures.
- Developing respect by being respectful and taking an interest in others; and intervening when necessary.
- Illustrating how duty tasks are connected to the achievement of Departmental goals and the betterment of the city.
- Involving subordinates in problem-solving and goal setting.
- Providing encouragement when someone is struggling with a task or assignment.
- Monitoring and holding personnel accountable for completing assigned tasks and projects; and adjust or modify assignments if necessary.
- Monitoring police radio and ensuring that all guidelines are followed by subordinates regarding the use of oral codes, and to staying advised of units' status, location, etc.
- Providing timely and constructive feedback, and creating open dialogue to debrief about major events.

- Reviewing officers' law-enforcement decisions, including uses of force, and speaking with them regularly about their decision-making process to ensure they are acting with sound judgement, using reason, and are following policy and procedures.
- Celebrating events, successes, and milestones.

D. Time and Resource Management

This performance area reflects the effectiveness and efficiency utilizing personnel, money, and time.

Characteristics and abilities include, but are not limited to:

- Meeting deadlines and not procrastinating
- Being punctual in attendance to all calls, requirements of duty, court appointments, and other circumstances where a time is specified.
- Responding to calls in a timely manner and return to service in a reasonable amount of time.
- Ensuring for the availability for calls-if applicable by assignment. Ensuring that members are in service, available for calls and communications by radio, and not necessarily stationary. Ensure officers respond to calls in a timely manner and return to service in a reasonable amount of time.
- Prioritizing or consulting with supervisor about priorities.
- Creating task lists consisting of both routine and assigned tasks. Effectively scheduling the appropriate amount of time, including buffers and breaks. Recognizing when and how they are most productive and when they are not. Limiting multi-tasking whenever possible.
- Using time management tools such as Outlook, or other calendars for scheduling and to set alerts.
- Tackling problems or asking for support early before there is limited time or resources to find effective solutions.
- Respond to correspondence and inquiries in a timely manner.
- NOT monopolizing the time of others or creating unnecessary interruptions.
- NOT using worktime for personal reasons, unless given permission.
- Developing plans for maintaining shift constants that are fair and equitable, and within policy and union agreements.
- Identifying personnel and patrol needs and adjusting schedules as necessary or request additional resources. Accounting for subordinates' hours worked, especially consecutive hours and overtime. Being responsible for the discretionary use of overtime.
- Ensuring that subordinates are receiving and utilizing break times and accrued leave to prevent fatigue and burnout.
- Ensuring that subordinates are able to schedule time to attend mandatory in-service trainings and complete mandatory e-learning, and that subordinates do in fact fulfill these requirements.
- Working hours identical hours and/or shifts as that of direct reports.

- Overseeing attendance of all personnel within their command. Ensuring necessary staffing, leave, and overtime information is inputted in the appropriate systems. Reporting absenteeism.
- Handle and track confidential funds to ensure accountability and compliance with departmental regulations.

Reference policies are, but not limited to:

Policy 301, Code of Ethics
 Policy 302, Rules and Regulations
 Policy 809, Patrol Staffing Shortages
 Policy 1801, Employee Time and Attendance
 Policy 1802, Overtime Pay

Supervision Skills and Professionalism

A. Reviews Subordinates' Documentation for Policy Compliance

This Performance Area focuses on the Supervisors ability to review and ensure that their subordinates' law enforcement actions and associated reports, citations, search warrants, supportive affidavits, declarations, or statements are accurate and adhere to policy and procedures, especially as they relate to documentation for stops, searches, and arrests.

Assessment will be based on the Sergeant's ability to:

- Monitor appropriate systems or logs to ensure subordinate reports are completed and there are no pending matters.
- Review the circumstances of stops, weapons pat-downs, searches, citations, and arrests (including, when necessary, BWC footage) to ensure that they are conducted properly and in compliance with legal and policy requirements.
- Ensure Members are policing constitutionally and in accordance with most effective, least intrusive principles and the Maryland Declaration of Rights.
- Ensure custodial interrogations and interviews are conducted in accordance with law, policy, and procedure.
- Review all written reports and warrant applications for legibility, completeness, and accuracy. Ensure narratives contain the elements of the reported crime or incident which supports the final crime code.
- Effectively review reports and warrant applications to ensure that officers' statements possess and convey justifications for reasonable articulable suspicion (RAS) and/or probable cause (PC).
- Review each arrest report of subordinates for completeness and adherence to law and policy. Memorialize their review in writing, indicating any need for corrective action, within 72 hours of when the arrest occurs.

- Review and initial all Part One Reports, and ensure the proper assignment and timely completion of all follow-up investigations.
- Ensure subordinates are not using canned, conclusory, or boilerplate language that is not accompanied by specific facts, lack articulation of legal basis for the action, or indicia that the reports or forms may contain information that was not accurate at the time it was reported.
- Ensure detainees are transported in accordance with policy, and information regarding detainee transport is accurately collected and properly stored within required timeframe.
- Conduct reviews in the required timeframes.

Reference policies for Reviews of Subordinates' Documentation for Policy Compliance are, but not limited to:

Policy 104, Incident Reporting

Policy 210, Patrol Supervisor Duties and Responsibilities

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1007, Search and Seizure Warrants
- Policy 1104, Arrest Warrants
- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches

B. Conducts Force Investigations/Reviews

This Performance Area applies to the Sergeant's thoroughness in conducting use of force reviews and adhering to Policy 725, Use of Force Review and Assessment.

Assessment will be based on the Sergeant's ability to:

- Document on-scene actions and observations in accordance with policy and procedures.
- Separate all involved members and conduct interviews in accordance with policy and procedures.
- Identify and Interview all witnessing civilians.
- Identify and attempt to retrieve any CCTV or surveillance footage.
- Take required photographs.
- Ensure that all involved members and members who observed the Use of Force incident accurately, thoroughly, and in a timely fashion, report the Use of Force.
- When notified of a Level 1 or Level 2 Use of Force by a member, conduct a Use of Force Review complete required documentation and data entries before the end of the tour of duty.
- Notify the Shift Commander with basic information concerning the incident by the end of their shift during which the force occurred.

- Utilize the Use of Force Preliminary Review Checklist for Supervisors to assist with completing a thorough Use of Force Review.
- Complete the Use of Force Review for Level 1 and Level 2 Use of Force and forward to the Lieutenant of the member who used force. Ensure that all supporting documentation, including statements, photographs, videos, and documents are scanned and/or uploaded within 72 hours of the incident. Properly request extensions.
- Thoroughly review all Uses of Force for consistency with all Departmental policies as pertains to:
 - Consistency with Policy 1115, *Use of Force*, as pertains to training.
 - Whether the Use of Force was Reasonable, Necessary, and Proportional.
 - Whether the member used de-escalation techniques.
 - Whether the member continuously assessed the situation prior to, during, and after the Use of Force.
 - The submission of required documentation and related evidence.
- Review every injury that is reported to have occurred during the transportation of detainees as a use of force, or if appropriate, as part of a vehicle crash investigation.

Reference policies for Use of Force Review are, but not limited to:

Policy 725, Use of Force Review and Assessment
 Policy 1107, De-Escalation
 Policy 1115, Use of Force

C. Addresses Misconduct and Performance Problems

Assessment will be based on the Sergeant's ability to:

- Identify misconduct and ensure that it is adequately addressed through corrective action, training, or referral to PIB. Demonstrate fairness and consistency when issuing corrective actions.
- Observe and intercede to halt improper officer performance, whether it is misconduct or below performance standards.
- Prepare written reports documenting inappropriate behavior, and any recommended corrective actions.
- Notify command and PIB of misconduct allegations, from both internal and external sources.
- Determine and contact PIB if the misconduct resulted in criminal charges.
- Ensure that PIB and/or SOU is immediately notified by phone of any complaint of sexual misconduct.
- Ensure that no retaliation, intimidation, coercion, or adverse action is taken against any person. Observe or be aware of retaliation and report such actions to PIB.
- Take corrective action and report to PIB's if a stop appears to be unlawful, unconstitutional, bias-based or if information appears to be deliberately omitted.

- Document and take appropriate action to address violations or deficiencies in members' arrest requests and recommendations, including releasing the person, recommending non-disciplinary corrective action for the involved member, and/or referring the incident for administrative or criminal investigation.
- Document and report to PIB:
 - Investigatory Stops and Detentions that appear unsupported by RAS, or that are otherwise in violation of BPD policy or law.
 - Searches that appear to be without legal justification or are in violation of BPD policy or law.
 - Stops or searches that, while comporting with law and policy, indicate a need for corrective action or review of agency policy, strategy, tactics, or training.
- Respond to the scene of any complaints of misconduct against subordinates and adhere to the Complaint Intake and Classification Process directives outlined in Policy 306.

Reference policies for Addresses Misconduct are, but not limited to:

Policy 321, Expedited Resolution of Minor Misconduct
 Policy 306, Complaint Intake and Classification Process
 Policy 308, General Disciplinary Process
 Policy 310, Disciplinary/Failure to Appear and Traffic Matrix
 Policy 322, Member-Involved Sexual Misconduct
 Policy 1809, Exculpatory Evidence Disclosure Requirements

D. Provides Meaningful Feedback and Employee Performance Reviews

Assessment will be based on the Sergeant's ability to:

- Identify and explain work performance expectations to subordinates.
- Complete accurate and timely Performance Evaluations of subordinates.
- Monitor subordinates during duty for efficiency and effectiveness; and observe personnel performance—both in person and via periodic, random BWC reviews—to identify individual and general training needs.
- 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.
- Understanding strengths and weaknesses. Creating tasks that capitalize on strengths or assist with overcoming weaknesses.
- Confer with personnel to discuss individual performance problems and provide advice on correct performance.
- Confer with superiors to discuss officers experiencing difficulty on the job, and plan corrective actions.
- Offer verbal commendations to recognize positive officer performance; and make recommendations for formal commendations and awards for exceptional performance.
- Provide encouragement when someone is struggling with a task or assignment.

- Make notations to document positive or negative officer performance. Document performance management actions such as evaluations, counseling, recommended training, or recommendations for commendations.
- Identify and encourage subordinates who demonstrate skill and ability for additional responsibility or advancement such as serving as CIT officers.

E. Recognizes Training Opportunities and Supports Career Growth

Assessment will be based on the Sergeant's ability to:

- Observe and guide new personnel to ensure their proper development and motivation.
- Understand strengths and weaknesses. Create tasks that capitalize on strengths or assist with overcoming weaknesses.
- Remain knowledgeable about training opportunities offered by BPD and those approved by BPD that are offered by other agencies and outside organizations.
- Identify training, professional development needs, and opportunities on an individual and group level.
- Learn subordinates' career goals and connect them with, or illustrate how, assigned tasks or trainings will further those goals.
- Provide guidance and support to subordinates that reinforces lessons presented in department trainings.
- Involve subordinates in problem-solving and goal setting.

Overall Rating

Based on the ratings for *Performance of Duty*, *Workplace Professionalism*, and *Supervision Skills* above, provide an overall assessment of the Sergeant's performance.

Disciplinary Actions and Commendations

A. Disciplinary Actions Received

If applicable, provide a list describing the type of action. If not applicable, mark N/A.

B. Civilian Commendations

If applicable, provide a list describing the commendation(s), can be official or unofficial. For the purposes of this evaluation, a commendation is praise, appreciation, and/or acclaim directed towards the member by a civilian. If not applicable, mark N/A.

C. Awards and Agency Commendations

Official commendations received from the department. Provide a list describing the type of commendation(s).

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Narratives

In this section, describe the Sergeant's performance and highlight specific achievements, provide direction, and develop plans for improvement and career goals. The narrative must be:

- Unique to the Sergeant.
- Void of boilerplate language.
- Specific with distinct examples of noticeable trends and/or incidents.
- Written in the third person. For example, instead of "You did a poor job submitting reports on time," use, "Sergeant A consistently submits reports on time."
- A minimum of three sentences per area.

Growth and Achievement

This narrative section is mandatory. Describe areas where the Sergeant has improved and gained proficiency in the position over the reporting period. In this section, provide descriptions of exemplary actions by the Sergeant. Include any Performance Areas the Sergeant has improved upon during the evaluation period.

Examples include, but are not limited to:

- Praising the way a Sergeant engages with the public to build trust and solve problems in collaboration with the community.
- Commending a Sergeant's actions during a crisis situation by describing both the situation and the de-escalation skills the Sergeant employed.
- Highlighting that a Sergeant consistently writes reports without a need for correction, or is consistently courteous to individuals regardless of the situation.
- Explaining how a Sergeant improved their communication skills with detectives when they arrived on the scene.
- Praising an officer for intervening in problematic situations, demonstrating the EPIC (Ethical Policing Is Courageous) peer intervention program in action.
- Recognizing how an officer consistently demonstrated most effective and least intrusive practices in stops, searches, and arrests without requiring supervisory intervention.
- Commending an officer for handling tense protest situations with poise and professionalism with a steadfast protection of the community's First Amendment rights.

Areas for Improvement

This narrative section is mandatory even if the member has received high ratings across all Performance Areas. Evaluators shall provide constructive feedback to members on how they can improve in any of the Performance Areas detailed in the manual. For example, if a member is not attaining high performance in any of the areas in the preceding section of this manual, supervisors should comment on that performance and provide recommendations for improvement.

Even for high performers, there is always opportunity for improvement, including those for career advancements, and evaluators need to support continual growth. Improvements for high-performing members can include encouraging the member to use accrued leave or not overexerting themselves to help others to the detriment of their own wellness.

For Sergeants who have received low ratings, provide guidance specific to the Performance Area in question. For example, if the Sergeant received a low rating for community engagement, explain any situations in which they were less than courteous and what they could do to improve.

Guidance for Career Development

This narrative section is mandatory. Evaluators shall discuss with their subordinate ways in which they could gain experience and skills, whether to expand their knowledge, or to better position themselves for their desired position or promotion. The narrative will be a description of the conversation and advice provided. Ways a Member could gain experience can include additional training, detail and task assignments, and/or consulting with a Sergeant, Lieutenant, or Command in the other unit.



Baltimore Police Department
Performance Evaluation Manual
Lieutenant

Performance Evaluation User Manual

Lieutenant

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Manual Overview

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 command, 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.

The following Performance Evaluation Manual is designed to assist Evaluators in completing the Performance Evaluation Forms.

Performance Evaluation Form Overview

The form is divided into five sections, which are listed below with brief descriptions. Instructions regarding the evaluation process, schedule, and roles and responsibilities can be found in Policy 1708, Sworn Performance Evaluations.

Section A: Lieutenant Being Evaluated

This section includes basic information regarding the Lieutenant being evaluated and particular details for the evaluation period.

If a Lieutenant is being evaluated for a detail, or any other assignment outside of the permanent assignment, the Evaluator must:

#5: Enter the detail or temporary assignment information, and

#6: Write “Detail” or “Temporary Assignment” next to “Other.”

For the Annual Evaluation in January, in #8, enter any previous assignments or details the Lieutenant have served that lasted at least 84 days. Provide the unit name and timeframe.

**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 B: Evaluator

The purpose of this section is to identify the name and position status of the Evaluator.

Section C: Performance Areas

The purpose of this section is to rate the Lieutenant's performance for the different Performance Areas and to provide a reason and/or examples for the rating. Evaluators can provide the rating in the boxes to the left of the Performance Area name and a row is provided underneath for the narrative explanation for the rating. General descriptions of the Performance Areas are found in this manual, and rating scale definitions can be found on the form, within this manual, and in Policy 1708.

See *Performance Areas* of this manual for guidance on successfully completing this section of the evaluation.

Section D: Narrative

The purpose of this section is for the Evaluator to provide detail beyond the Performance Area ratings and reasoning.

Growth and Achievement: It is mandatory for the Evaluator is to provide detail specific to the Lieutenant, avoiding boilerplate language, on areas where the Lieutenant has demonstrated improvement during the evaluation period and has made notable achievements.

Areas for Improvement: It is mandatory for the Evaluator is to provide detail on areas where the Lieutenant can improve. Any ratings of *Unsatisfactory* or *Improvement Needed* are to be expanded upon here.

Guidance for Career Development: It is mandatory for the Evaluator to discuss with the Member their career aspirations within the department and possible training opportunities or tasks the Lieutenant could complete to gain experience and/or better position themselves for desired career goals.

Section E: Signatures and Responses

This section is to be completed by the Lieutenant, Evaluator, Reviewer, and Commander. The purpose of this section is for the involved Members in the chain of command to acknowledge and confirm the information within the evaluation. Members have the option to attach a written statement.

Performance Areas

This section covers performance areas in which Lieutenants will be evaluated.

The following is a description of the different Performance Area sections.

- All Lieutenants are expected to demonstrate the actions under *Performance of Duty* with respect to policy, constitutionality, and law.
- *Workplace Professionalism* are those characteristics that are expected of any professional, regardless of workplace, and found in BPD policies related to conduct becoming an officer.
- *Supervision Skills* are a combination of soft skills such as the ability to counsel and support subordinates, and trained and experienced skills such as reviewing reports and actions for compliance to policy and law.
- *Overall Rating* is an overall assessment based on the ratings given in the previous preceding Performance Areas.
- *Disciplinary Actions and Commendations* is where, if known, the Evaluator will list the type of disciplinary actions that were sustained, or commendations granted during the Evaluation Period. If available, also attach copies of the commendations.

Broad descriptions and policies are provided below for clarity and guidance in conducting evaluations. Fulfillment of the listed expectations should be considered in determining the Lieutenant's rating. Underneath each Performance Area, the Evaluator is to provide an explanation or at least two examples for the given rating.

Descriptions of Performance Areas below provide guidance to Evaluators on assessing Performance Areas. The summary guidance below is in no way exhaustive and shall NOT be referenced in place of applicable directives found in law, policies, and procedures. For example, if an evaluator is referencing implementation of community policing practices, the Evaluator shall reference the Department's Community Policing Plan rather than the brief guidance pertaining to community policing in this manual.

Performance Ratings

Evaluators have the option of selecting from among the rating categories described below when assessing the work of their subordinates.

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 the expectations or requirements of the Performance Area.

Improvement Needed: Some responsibilities were performed capably but require improvement in certain expectations or requirements of the Performance Area.

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

Exceeds Expectations: Performance that consistently met and frequently exceeded the expectations and requirements of the Performance Area. 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 the expectations and requirements of the Performance Area. This level of performance demonstrates contributions that go above and beyond supporting Departmental and unit goals.

Common Review Errors to Avoid

Avoid common review errors:

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.

Favoritism: Overlooking the flaws of favored members.

Grouping: Excusing below-standard performance because it is widespread.

Guilt by association: Rating someone on the basis of the company they keep, rather than their performance.

Halo effect: Basing assessment on one positive performance area.

Grudge: Continually providing assessments below “meets expectations” based on a past negative performance, especially when the member has already faced the consequence.

Horns effect: Basing assessment on one negative performance area.

Bias: Allowing bias to influence rating.

Recency: Basing assessment only on recent performance, good or bad, and not the entirety of the review period.

Sunflower effect: Rating everyone high, regardless of performance.

Performance of Duty

A. Community Policing

This Performance Area is in reference to the Lieutenant's demonstrated commitment to community engagement and building public trust, and effective use of community-policing and neighborhood problem-solving strategies.

For complete list of directives for each rank/role and a deeper understanding of BPD's community policing objectives, refer to the Community Policing Plan. Directives can be found on pages 19-25.

Assessment will be based on the Lieutenant's ability to:

- Maintain knowledge about the department's Community Policing Plan and any other neighborhood-specific crime plans, as well as a deep understanding of neighborhoods served.
- When possible, deploy units consistently to the same community to foster a deeper understanding of neighborhood conditions, increase relationship-building, and improve problem solving capacity.
- Maximize positive interactions with the public, create relationships and partnerships with community members and entities throughout the district, and build trust with the community through formal and informal engagements, being courteous, and acting with procedural justice.
- Ensure community concerns are addressed by overseeing the development and implementation of for Neighborhood Policing Plans and providing recommendations for the plans, sharing information with NCOs and collaborating with them to address problems, and attending public safety meetings to work proactively with the community on problem solving and crime prevention.
- Work with district supervisors to ensure that community priorities and engagement are included established in District Crime Plans, and that operations are addressing those priorities and deploying in areas identified by the community and data analysis.
- Evaluate operations and personnel activity by reviewing a random sample of engagements and assessing Community Policing in Performance Evaluations. Recognize Officers for outstanding Community Policing efforts on a monthly basis and nominate for departmental awards.

B. De-escalation and Use of Force

This Performance Area applies to the Lieutenant's effective use of de-escalation and use of force tactics, as well as supervisory control and command.

Assessment will be based on the Lieutenant's ability to:

- Employ de-escalation techniques and appropriate use of force, and intervenes when necessary.
- Demonstrate critical thinking and continual re-assessment in potential use of force situations to pursue the safest outcomes for all involved.
- Respond to scenes when necessary and required, and adhere to policy and procedures as they relate to different levels of force.
- Respond to the scene of all police-involved shootings in the district.
- Assume command and control of the scene: request and assign resources as needed, direct subordinates, support incident commander, ensure BWCs remain active, and secure the scene.
- Employ and direct subordinates to employ de-escalation techniques and uses of force within policy. Continually observe and assess their actions.
- Render aid or request medical assistance when necessary.
- Notify the Special Investigations Response Team (SIRT) for Level III uses of force and perform required tasks.

Reference Policies related to Use of Force are, but not limited to:

Policy 710, Level 3 Use of Force Investigations/Special Investigation Response Team
 Policy 725, Use of Force Review and Assessment
 Policy 1107, De-Escalation
 Policy 1115, Use of Force

C. Crisis Management Techniques

This Performance Area applies to the Lieutenant's ability to maintain composure in high-intensity and crisis situations, especially those involving people with in behavioral health crisis, and employ proper incident command techniques. It also applies to supervisory control and command of such events.

Assessment will be based on the Lieutenant's ability to:

- Recognize if an incident is a crisis event, respond appropriately, and request support such as a CIT officer.
- Respond to scenes when necessary and required.
- Assume command and control of the scene: request and assign resources as needed, direct subordinates, support the CIT officer, ensure BWCs remain active, and secure the scene.
- Seek the input of CIT personnel regarding strategies for resolving the crisis, where it is reasonable for them to do so.
- In conjunction with the Sergeant, manage control of subordinates' vehicle pursuits, and take command, control, or terminate pursuits in accordance with policy.
- Employ and direct subordinates to employ trauma-informed strategies, de-escalation techniques, and appropriate uses of force.

- Render aid or request medical assistance when necessary. Also ensure subordinates are rendering aid.
- Follow procedures, and ensure subordinates are following procedures, for routing and providing accurate information related to the event such as Behavioral Health Forms and Emergency Petitions; as well as certifying confidential information is secure.
- Review performances and provide timely feedback, take corrective actions, and recognize exemplary performance specifically of Members under their command and others as required.

Reference Policies related to Crisis Management are, but not limited to:

Policy 710, Level 3 Use of Force Investigations/Special Investigation Response Team
 Policy 725, Use of Force Review and Assessment
 Policy 1107, De-Escalation
 Policy 1115, Use of Force

D. Report Writing

This performance area differs from written communication skills in that the focus of this is on the quality and accuracy of the Lieutenant's reports, search warrants, supportive affidavits, declarations, or statements required by policy and procedures, especially as they relate to documentation for stops, searches, and arrests, and uses of force.

Assessment will be based on the Lieutenant's ability to:

- Follow policy and procedures for incident-related documentation such as documenting reportable incidents and evidence that are required by policy; using correct forms/reports, formatting, and fields; and submitting within required timeframes;
- Draft legibly, completely, and accurately; document relevant and required information and details; use proper departmental terminology and refrain from using jargon or canned, conclusory, or boilerplate language that is not accompanied by specific facts; and sign and date as required.
- Effectively convey justifications for reasonable articulable suspicion (RAS) and probable cause (PC) in statements and reports.
- Accurately document if any exigent circumstances or exceptional circumstances existed.
- Document any injuries.
- Accurately document any statements made by witnesses, victims, community members, or other involved parties.
- Properly memorialize events captured on BWC.
- Respond to needs for corrections by supervisors and ensure mistakes are not repeated.
- Appropriately memorialize details of supervisory approvals or disapprovals.
- Accurately collect, document, and store information regarding detainee transport.

- Route documentation to appropriate units and submit required documents to courts, judges, or attorneys within required timeframes.
- Provide members of the public with required documentation for their records.
- Appropriately submit requests for extensions when needed.
- Properly document any event that required their presence.
- Properly document any neighborhood canvasses.
- Document any orders to disperse or any declaration that an assembly is unlawful.
- Prepare weekly and monthly administrative reports.
- Complete post-shift reporting as dictated by Command.
- Ensure the safety, security, and retention of departmental records
- Thoroughly enter required information into database systems such as those for internal affairs, human resources, and records management.
- Properly notify command or other units of any submission delays.
- Draft correspondence to command staff to respond to complaints of criminal activity.

Reference Policies related to Report Writing are, but not limited to:

Policy 104, Incident Reporting

Policy 210, Patrol Supervisor Duties and Responsibilities

Policy 725, Use of Force Review and Assessment

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1007, Search and Seizure Warrants
- Policy 1104, Arrest Warrants
- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches

Policy 1401, Control of Property and Evidence

Policy 1809, Exculpatory Evidence Disclosure Requirement

E. Communication Skills

This Performance Area applies to the Lieutenant's verbal and written communication skills, as well as their adherence to communication policies, procedures, and protocols. In both forms of communication, Lieutenants should be able to read, listen, and comprehend; express themselves formally and informally with clarity, courtesy, and professionalism; exercise sound judgment; and not violate rules regarding making public statements through media as a representative of the BPD.

When evaluating verbal communication skills, consideration should be made of the Lieutenant's ability to actively listen; effectively exchange information with various groups of people (citizens, dispatch, supervisors and subordinates whether sworn or civilian, BPD colleagues, etc.), either directly or over communication devices; and to speak in front of groups.

When evaluating written communication skills, consideration should be made of the Lieutenant's ability to write clearly and use proper spelling, punctuation, and grammar when writing formally or informally, on paper or electronically, including data entries into management systems and applications.

Assessment will be based on the Lieutenant's ability to:

- Set an example by modeling proper communications, both verbal and written, to subordinates through daily interactions.
- Communicate effectively and respectfully within BPD and the public, regardless of circumstance; provide explanations and answer questions to the best of their ability; and utilize departmental resources for communicating with persons with limited English proficiency.
- Actively listen when receiving information and ask questions.
- Accurately use departmental terminology, codes, acronyms, and abbreviations; avoid jargon in reports and when interacting with the public.
- Employ correct oral codes and follow protocols for providing necessary information when utilizing departmental radio, and properly notify the Communications Section when required. Monitor police radio, coordinate with dispatch regarding calls for service, and ensure that all guidelines are followed by subordinates regarding the use of oral codes.
- Regularly reiterate BPD's core mission and values, and goals of policing plans, including neighborhood policing plans.
- Attend command and staff meetings to gather or provide information concerning specific plans, projects, problems, and answer or ask questions as appropriate.
- Ensure, through subordinate staff, the dissemination of all new/revised directives (e.g. general orders, special orders, training bulletins).
- Comprehend and explain policies and procedures, Constitutional law, legal documents, and training materials.
- Clearly explain any approvals or disapprovals, or orders.
- Prepare for and conduct roll-call briefings to include: briefing the shift on crime, deployments, agency updates, or notifications to personnel as needed.
- Consult with other lieutenants to coordinate patrol and enforcement efforts. Brief incoming shift commander about crime, deployments, or any incident(s) that will carry on into the next shift.
- Communicate and coordinate with outgoing shifts regarding any crime trends or deployment, updates, or matters that may carry over into the oncoming shift.
- Properly notify chain of command, Communications, other supervisors, and/or districts when required.
- Relay and share critical information with support units, superiors, or other specialized units.
- Draft correspondence for command staff to respond to complaints of criminal activity.
- Understand that anything being written or recorded may be retained for future purposes and should be professional.
- Review and respond to community correspondence (e-mail, voicemail, etc.).

Reference policies for Communication Skills are, but not limited to:

Policy 104, Incident Reporting
Policy 210, Patrol Supervisor Duties and Responsibilities
Policy 301, Code of Ethics
Policy 405, Roll Call Procedures
Policy 406, Roll Call Trainings
Policy 601, Member Confidentiality Obligations and Media Releases
Policy 701, Departmental Radio Communications
Policy 1103, Communicating with Individuals Who Are Deaf and Hard of Hearing
Policy 1301, Personal Communication Devices
Policy 1735, Language Access Services for Limited English Proficient (LEP) Persons
BPD Community Policing Plan

F. Decision-Making Skills

Decision-making skills include those made for operational or tactical reasons, as well as administrative decisions, or decisions to ensure community and/or Member safety.

Assessment will be based on the Lieutenant's ability to:

- Use sound judgment—the ability to think clearly to arrive at logical conclusions.
- Recognize when to request assistance, additional resources, or notify superiors.
- Make decisions under pressure.
- Determine if presence is necessary.
- Police constitutionally and in accordance with most effective, least intrusive principles and the Maryland Declaration of Rights. Ensure actions such as investigatory stops, searches, and arrests are supported by BPD policy and law.
- Take appropriate action on the occasion of a crime, disorder, or other condition deserving police attention; and uses sound judgment to avoid unreasonable or unnecessary risk of all people involved or present.
- Effectively manage incidents involving protests and crowds to ensure that officers and sergeants uphold the Constitution and First Amendment rights.
- Determine if an assembly is unlawful.
- Determine if the elements of any crime or otherwise reportable incident are met, such as reasonable articulable suspicion and probable cause.
- Make law-enforcement decisions that align with policy, law, departmental goals, and community priorities when giving approvals or issuing orders.
- Select appropriate subjects and witnesses for interviews and investigations, and adhere to policy and procedure.
- Review the application packets of confidential informants for compliance and determine candidates' suitability for the role.
- Identify and secure evidence and/or areas where evidence would need to be collected.

- Review crime analysis reports to identify crime and arrest trends. Employ crime analysis techniques and consult with colleagues to define problems, and develop and execute initiatives that improve public safety and build public trust.
- Strategically manage the shift based on crime reduction priorities in coordination with the Executive Officer and District Commander.
- Coordinate with sector supervisors to address any crime trends or other matters requiring a police response.
- Effectively deploy subordinates based on work/case load, sound data and community priorities. Prioritize resource allocation depending on need, and ensure the appropriate number of officers are involved at an incident.
- Ensure the day's staffing assignments are correct.
- Actively patrol the district, inspecting any crime deployments put into place via the crime plans.
- Monitor shift activities and calls for service. Make adjustments to deployments and activities as necessary.
- Evaluate subordinates to ensure they are making sound decisions that align with policy, law, departmental goals, and community priorities.

Reference policies related to Decision-Making Skills are, but not limited to:

Policy 210, Patrol Supervisor Duties and Responsibilities

Policy 401, Command Inspections/Audits

Policy 1002, Securing and Interviewing Witnesses

Policy 1008, Investigative Operations

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1018, Lesser Offenses & Alternatives to Arrest
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches
- Policy 1115, Use of Force

G. Demonstrated Integrity and Use of EPIC Principles

Integrity refers to the ability to demonstrate moral principles, continue legitimate work activities in the face of on-duty triggers or difficult situations, and support other Members' wellbeing and to also act honorably. Members have a duty to intervene and prevent misconduct or problematic practices in keeping with the EPIC (Ethical Policing Is Courageous) program.

Assessment will be based on the Lieutenant's ability to:

- Model appropriate ethical and professional behavior.
- Ensure subordinates understand the rules and consequences and consistently reinforce the need for ethical policing and peer intervention. Support and coach subordinates in proper

peer intervention techniques. Empower subordinates to report misconduct or intervene, even with Members of a higher rank.

- Look out for their own and other Members' and subordinates' mental health and general wellness such as recognizing signs of trauma, fatigue/burnout, suicidal risk, or problematic changes in behavior. Provide informal counseling and make referrals to the Employee Assistance Program or other appropriate resources to help subordinates avoid integrity and ethical issues.
- Create comfortable environment for subordinates to seek assistance; and support and coach subordinates in proper peer intervention techniques.
- Intervene to protect other Members, regardless of rank, against mistakes and misconduct as directed in Policy 319, Duty to Intervene, and in EPIC training.
- Accept interventions when made by others, even from lower ranking Members, and recognize the member for intervening.
- Encourage subordinates to recommend Members for commendations for interventions, even if it means admitting they almost made a misstep.
- Make recommendations to the Meritorious Service Board.
- Handle sensitive information and maintain the security of all confidential informant records.

Reference policies and training related to Demonstrated Integrity and Use of EPIC Principles are, but not limited to:

Policy 210, Patrol Supervisor Duties and Responsibilities
Policy 301, Code of Ethics
Policy 302, Rules and Regulations
Policy 319, Duty to Intervene
Policy 1729, Anti-Retaliation
Policy 1701, Equal Employment Opportunity and Diversity
Policy 1703, Employee Assistance Program
Policy 1707, Early Intervention System
Policy 1711, Peer Support Program
Policy 1712, Departmental Awards and Commendations
Policy 1729, Whistleblower Protection
Policy 1731, Critical Incident Stress Management Protocol
Ethical Policing Is Courageous (EPIC) Training

H. Demonstrated Commitment to Fair and Impartial Policing

This Performance Area is to reflect the Lieutenant's demonstrated commitment to, and the assurance their subordinates demonstrate commitment to, fair and impartial policing and their treatment of individuals or groups possessing actual or perceived characteristics that are linked to protected classes under state, federal, and local laws, or classes identified in Policy 317, Fair and Impartial Policing. This is regardless of the individual's or group's involvement in the incident before, during, or after.

Assessment will be based on the Lieutenant's ability to, and ensure their subordinate's ability to:

- Practice non-discriminatory policing.
- Consistently employ procedural justice practices.
- Consistently act and speak in a professional and respectful manner with all people, especially those belonging to groups with actual or perceived characteristics linked to protected classes under state, federal, and local laws, or classes identified in Policy 317, Fair and Impartial Policing.
- Use proper terminology (e.g. pronouns) and avoid the use of derogatory language/terms.
- Include only necessary demographics that are central to the encounter or incident in reports or other documentation.
- Ensure that detainees' individual characteristics or needs are respected when they are searched. Ensure only same-gender (based on gender-identity) strip and body cavity searches are conducted, unless otherwise directed by the person being searched. If cross-gender searches are conducted, that proper documentation was taken.
- Respect detainee's individual characteristics or needs when transporting them such as gender identity or a disability requiring a wheelchair.
- Ensure that subordinates are familiar with the contents of Policy 317 through roll call discussions, in-service training, and other means.
- Provide guidance and mentorship to subordinates around treating all individuals in a non-discriminatory, affirming, and respectful manner.
- Assess subordinates' interactions and actions through direct observation, and review of reports and BWC footage, to ensure they are meeting expectations of fair and impartial policing; practicing the directives in Policy 317, and employing procedural justice.
- Confirm that the LGBTQ Liaison notified and receives all reports of events involving LGBTQ members or places known to be associated with or owned by members of the LGBTQ community.

Reference policies related to Demonstrated Commitment to Fair and Impartial Policing are, but not limited to:

Policy 210,	Patrol Supervisor Duties and Responsibilities
Policy 301,	Code of Ethics
Policy 302,	Rules and Regulations
Policy 305,	Department Values, Vision and Mission
Policy 317,	Fair and Impartial Policing
Policy 325,	Procedural Justice in Interactions
Policy 712,	Crisis Intervention Program
Policy 720,	Interactions with Lesbian, Gay, Bisexual, Transgender and Queer/Questioning Individuals

I. Professional Attire and Equipment Maintenance

This Performance Area refers to the Lieutenant's dedication to appearing, and ensuring their subordinates appear, neat, smart, and well-groomed in uniform or civilian attire while

representing the department. It also includes the assuming personal responsibility for and proper maintenance of equipment, including vehicles, whether issued directly to the Lieutenant, their subordinate, or shared by the unit.

Assessment will be based on the Lieutenant's ability to:

- Appear neat, clean and well-groomed to project an image of professionalism.
- Adhere to appearance standards such as properly displaying/affixing badges, and those based on situations such as court appearances, prescribed duty assignment, and seasonal changes.
- Ensure BWC is functioning, charged, and properly placed.
- Does not use, and ensure subordinates do not use, departmental equipment for personal reasons, unless given permission.
- Prepare for duty with proper attire, gear and equipment. Inspect all equipment before each tour of duty.
- Properly maintain and store firearms and other issued equipment.
- Report through official channels any crashes of departmental vehicles and complete required documentation
- Inspect issued vehicle before tour of duty.
- Inspect personnel at the beginning of each shift for readiness, appearance, and compliance with policy.
- Conduct roll call inspections.
- Report and record the vehicle assignment of all personnel.
- Inspect and document firearms of Sergeants; ensure Sergeants are conducting firearm inspections of officers bi-weekly; and ensure strict measures are used to secure firearms.
- Maintain constant vigilance of uniformed/non-uniformed personnel for adherence with uniform and equipment requirements. Ensure that subordinates conduct all relevant inspections of facilities, vehicles, equipment, or other material as dictated by policy.
- Provide for the investigation, reporting, and repair of missing, damaged, or malfunctioning equipment through official channels.
- Direct subordinates to respond to appropriate units for temporary use or replacement of uniforms or equipment; and adhere to policy when subordinates are required to remove or return rifles and shotguns
- Conduct annual audit and inspection of equipment (computers, printers, vehicles, shotguns, etc.) and at each change in Command, and report findings.
- Complete collision investigation reports for collisions involving police personnel and/or vehicles.

Reference policies related to Professional Attire and Equipment Maintenance are, but not limited to:

Policy 210,	Patrol Supervisor Duties and Responsibilities
Policy 312,	Professional Appearance Standards
Policy 402,	Command Inspections/Audits
Policy 405,	Roll Call Procedures

Policy 409, Firearms Regulations
Policy 824, Body Worn Cameras
Policy 1501, Police Badges
Policy 1504, Departmental Uniforms and Equipment
Policy 1506, Control, Inventory, and Accountability of Property
Policy 1511, Vehicle Inspection and Maintenance

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Workplace Professionalism

A. Teamwork and Cooperation

When evaluating the Lieutenant, consideration should be made of their willingness to work in harmony with co-workers and supervisors, both sworn and civilian, colleagues in partnering agencies, and the community. Consideration should also be made of their oversight of subordinates to ensure they are demonstrating teamwork and cooperation.

Characteristics and abilities include, but are not limited to:

- Developing professional relationships with colleagues within and outside of the Department.
- Contributing to, developing, and coordinating group and team projects, “teamwork.”
- Supporting and assisting subordinates and colleagues.
- Offering praise and thanks, giving credit where credit is due.
- Recognize and defuse personnel conflicts within unit or shift.
- Handling sensitive or personal information with care, i.e. doesn’t spread gossip or air others’ dirty laundry.
- Ensure orderly shift change between incoming and outgoing shifts.

Characteristics DO NOT include:

- Being insubordinate or disrespectful.
- Losing one’s temper.
- Complaining excessively and not seeking solutions.
- Using vulgar language or making crude jokes.
- Teasing or making fun of others.

Reference policies for Teamwork and Cooperation are, but not limited to:

Policy 301, Code of Ethics
Policy 302, Rules and Regulations
Policy 305, Department Values, Vision, and Mission
Policy 314, Fraternalization and Nepotism

B. Initiative

When evaluating the Lieutenant, consideration should be made of their trait to take necessary or appropriate action towards one’s own efficiency and the betterment of their unit in meeting Departmental and unit goals.

Characteristics and abilities include, but are not limited to:

- Keeping skills up to date and seeking trainings outside of those required.

- Having a career plan or career goals.
- Actively requesting feedback.
- Seizing opportunities for self-improvement or the improvement of the unit or Department.
- Offering constructive solutions to existing or anticipated issues in the office or in the field.
- Tactfully sharing ideas for workplace improvements.
- Turning information into action.
- Volunteering to represent the Department at events.

C. Leadership and Professionalism

When evaluating the Lieutenant, consideration should be made of their capacity to inspire, motivate, and direct Subordinates and other Members in the interest of Departmental and unit goals, missions, and values. Consideration should also be made of their qualities of attitude, mannerisms, and bearing.

Characteristics and abilities include, but are not limited to:

- Exuding calm and confidence; being competent and patient; and maintaining focus.
- Responding and assuming command and control, until relieved, as required of major crime or accident scenes to direct responses, investigative efforts, and supervise progress.
- Administering roll call and adhering to procedures.
- Developing respect by being respectful and taking an interest in others; and intervening when necessary.
- Assigning tasks and projects to subordinates, and holding them accountable
- Illustrating how duty tasks are connected to the achievement of Departmental goals and the betterment of the city.
- Involving subordinates in problem-solving and goal setting.
- Supervising and directing the activities of personnel managing special short-term programs or projects.
- Providing encouragement when someone is struggling with a task or assignment.
- Identifying challenges and obstacles prohibiting the completion of assigned tasks and projects and address them or modify the assignment.
- Monitoring police radio and ensuring that all guidelines are followed by subordinates regarding the use of oral codes; and staying advised of units' status, location, etc.
- Being aware of all locations of non-uniformed proactive enforcement operations and inform uniformed members. Providing assistance to non-uniformed operations.
- Supervise the planning and execution of search warrants, and ensure that a supervisor is present during the execution of any search warrant.
- Reviewing subordinates' law-enforcement decisions, including uses of force, and speaking with them regularly about their decision-making process to ensure they are acting with sound judgement, using reason, and are following policy and procedures.

- Providing timely and constructive feedback, and creating open dialogue to debrief about major events.
- Celebrating events, successes, and milestones.

D. Time and Resource Management

This performance area reflects the effectiveness and efficiency utilizing personnel, money, and time.

Characteristics and abilities include, but are not limited to:

- Meeting deadlines and not procrastinating
- Being punctual in attendance to all calls, requirements of duty, court appointments, and other circumstances where a time is specified.
- Responding to calls in a timely manner and return to service in a reasonable amount of time.
- Ensuring for the availability for calls-if applicable by assignment. Ensuring that subordinates are in service, available for calls and communications by radio, and not necessarily stationary. Ensure subordinates respond to calls in a timely manner and return to service in a reasonable amount of time.
- Prioritizing or consulting with supervisor about priorities.
- Creating task lists consisting of both routine and assigned tasks. Effectively scheduling the appropriate amount of time, including buffers and breaks. Recognizing when and how they are most productive and when they are not. Limiting multi-tasking whenever possible.
- Using time management tools such as Outlook, or other calendars for scheduling and to set alerts.
- Tackling problems or asking for support early before there is limited time or resources to find effective solutions.
- Respond to correspondence and inquiries in a timely manner.
- NOT monopolizing the time of others or creating unnecessary interruptions.
- NOT using worktime for personal reasons, unless given permission.
- Overseeing attendance of all personnel within their command. Ensuring necessary relevant information is inputted in the appropriate software. Reporting absenteeism.
- Developing plans for maintaining shift constants that are fair and equitable, and within policy and union agreements.
- Updating roll books daily.
- Inspecting roll books, identifying personnel and patrol needs, and adjusting schedules as necessary or request additional resources. Accounting for subordinates' hours worked, especially consecutive hours and overtime. Arranging for the relief of any member who is eligible to be relieved.
- Overseeing the management of overtime in accordance with Policy 819: ensuring notification and sign-up is accessible; soliciting volunteers; authorizing and certifying of

all Individual Overtime Reports; inputting into appropriate software; and being responsible for the discretionary use of overtime.

- Ensuring that subordinates are receiving and utilizing break times and accrued leave to prevent fatigue and burnout.
- Ensuring that subordinates are able to schedule time to attend mandatory in-service trainings and complete mandatory e-learnings, and that subordinates do in fact fulfill these requirements.
- Working hours identical hours and/or shifts as that of direct reports.
- Account for the return of all the shift's personnel.
- Approve all expenditures of confidential funds to ensure accountability and compliance with departmental regulations.

Reference policies are, but not limited to:

Policy 301, Code of Ethics
Policy 302, Rules and Regulations
Policy 809, Patrol Staffing Shortages
Policy 1801, Employee Time and Attendance
Policy 1802, Overtime Pay

Supervision Skills and Professionalism

A. Reviews Subordinates' Documentation for Policy Compliance

This Performance Area focuses on the Supervisor's ability to review reports and recordings, and ensure that their subordinates' actions and associated reports, citations, search warrants, supportive affidavits, declarations, or statements are accurate and adhere to policy and procedures, especially as they relate to documentation for stops, searches, and arrests.

Assessment will be based on the Lieutenant's ability to:

- Monitor appropriate systems or logs to ensure subordinate reports are completed and there are no pending matters.
- Review, evaluate, and provide feedback of Sergeants' reviews of stop, search, and arrest documentation.
- Evaluate subordinates' law-enforcement actions and requests, and ensure they are making decisions that are in alignment with policy, law, departmental goals, and community priorities. Ensure Sergeants are also reviewing their subordinate's law-enforcement decisions.
- Review the circumstances of stops, weapons pat-downs, searches, citations, and arrests (including, when necessary, BWC footage) to ensure that they are conducted properly and in compliance with legal and policy requirements.
- Ensure subordinates are policing constitutionally and in accordance with most effective, least intrusive principles and the Maryland Declaration of Rights.

- Ensure custodial interrogations and interviews are conducted in accordance with law, policy, and procedure.
- Effectively review reports and warrant applications to ensure compliance with applicable laws and agency regulations, and that subordinates statements possessed and conveyed justifications for reasonable articulable suspicion (RAS) and/or probable cause (PC).
- Collect Part One crime reports within two hours of the completion of a call, and immediately review and forward unless extenuating circumstances exist.
- Critically review and initial Part One Reports, and ensure the proper assignment and timely completion of all follow-up investigations. Identify any shortcomings and send for correction as needed.
- Approve or disapprove strip searches and evaluate requests for strip searches on the basis of probable cause, voluntary production of the item(s) in question, and any exigencies. Approve or disapprove search and seizure warrant applications for body cavity searches.
- Thoroughly review, evaluate, and approve, if the indicated action(s) are found to be lawful and complete, all sergeants' reviews of member activity in the domain of investigative stops, weapons pat-downs, and searches. Examine sergeants' reviews and approvals of arrests.
- Ensure any requests made to Sergeant's and their subsequent approval or disapproval have been documented.
- Review written reports for legibility, completeness, and accuracy. Ensure narratives contain the elements of the reported crime or incident which supports the final crime code.
- Ensure subordinates are not using canned, conclusory, or boilerplate language that is not accompanied by specific facts, lack articulation of legal basis for the action, or indicia that the reports or forms may contain information that was not accurate at the time it was reported.
- Ensure detainees are transported in accordance with policy, and information regarding detainee transport is accurately collected and properly stored within required timeframe.
- Conduct reviews in the required timeframes.
- Ensure that all written reports are received, reviewed, endorsed, and forwarded prior to the end of the tour of duty.
- Log on to ACRS weekly to ensure that there are no pending matters.

Reference policies for Reviews of Subordinates' Documentation for Policy Compliance are, but not limited to:

Policy 104, Incident Reporting

Policy 210, Patrol Supervisor Duties and Responsibilities

Policies related to Stops, Searches, and Arrests, such as, but not limited to:

- Policy 1007, Search and Seizure Warrants
- Policy 1104, Arrest Warrants
- Policy 1106, Warrantless Arrests and Probable Cause
- Policy 1109, Warrantless Searches
- Policy 1112, Field Interviews, Investigative Stops, Weapons Pat-Downs, and Searches

B. Conducts Force Investigations/Reviews

This Performance Area applies to the Lieutenant's thoroughness in conducting use of force reviews and adhering to Policy 725, Use of Force Review and Assessment.

Assessment will be based on the Lieutenant's ability to:

- Thoroughly examine the first-line supervisor's Use of Force Review for Level 1 and Level 2 Use of Force for:
 - Consistency with Policy 1115, *Use of Force*, as pertains to training.
 - Whether the Use of Force was reasonable, necessary, and proportional.
 - Whether the member used de-escalation techniques.
 - Whether the member continuously assessed the situation prior to, during, and after the Use of Force.
 - Submission of required documentation and related evidence.
- Document and return corrections sent to the first-line supervisor any Use of Force Review that is incomplete, contains errors, and/or is not supported by a Preponderance of the Evidence. Address any discrepancies, confusion, or lack of relevant information. Document the specific evidence or analysis supporting the correction or modification.
- If necessary, re-classify a Use of Force Review to the appropriate level and return the Use of Force Review to the first-line supervisor for necessary action.
- Properly document any counseling given, training referrals made, or recommendations for discipline related to the member's actions or the first-line supervisor's Use of Force Review.
- Immediately refer misconduct or potential criminal conduct to command and PIB.
- Properly forward completed Use of Force Reviews to the Executive Officer/captain within 72 hours of receipt.
- Immediately notify command of issues that will delay the submission and completion of the Use of Force Review.

Reference policies for Use of Force Review are, but not limited to:

Policy 725, Use of Force Review and Assessment
Policy 1107, De-Escalation
Policy 1115, Use of Force

C. Addresses Misconduct and Performance Problems

Assessment will be based on the Lieutenant's ability to:

- Identify misconduct and ensure that it is adequately addressed through corrective action, training, or referral to PIB. Demonstrate fairness and consistency when issuing corrective actions.
- Refer all subordinates' policy and/or law violations in the domain of investigate stops, weapons pat-downs, and searches to PIB.
- Prepare written reports documenting inappropriate behavior, and any recommended corrective actions.
- Notify command and PIB of misconduct allegations, from both internal and external sources.
- Determine and contact PIB if the misconduct resulted in criminal charges.
- Report any known, suspected, or alleged act of Sexual Misconduct perpetrated by a BPD member of which they are aware. Ensure that PIB and/or SOU is immediately notified by phone of any complaint of sexual misconduct.
- Apply disciplinary recommendations in accordance with Policy 310.
- Ensure that no retaliation, intimidation, coercion, or adverse action is taken against any person. Observe or be aware of retaliation and report such actions to PIB.
- Take corrective action and report to PIB if a stop appears to be unlawful, unconstitutional, bias-based, or if information appears to be deliberately omitted.
- Document and take appropriate action to address violations or deficiencies in members' arrest requests and recommendations, including releasing the person, recommending non-disciplinary corrective action for the involved member, and/or referring the incident for administrative or criminal investigation.
- Document and report to PIB:
 - Investigatory Stops and Detentions that appear unsupported by RAS, or that are otherwise in violation of BPD policy or law.
 - Searches that appear to be without legal justification or are in violation of BPD policy or law.
 - Stops or searches that, while comporting with law and policy, indicate a need for corrective action or review of agency policy, strategy, tactics, or training.
- Respond to the scene of any complaints of misconduct against subordinates, document appropriately, and ensure compliance with relevant statutes and agency directives such as adhere the Complaint Intake and Classification Process directives outlined in Policy 306.

Reference policies for Addresses Misconduct are, but not limited to:

Policy 321,	Expedited Resolution of Minor Misconduct
Policy 306,	Complaint Intake and Classification Process
Policy 308,	General Disciplinary Process
Policy 310,	Disciplinary/Failure to Appear and Traffic Matrix
Policy 322,	Member-Involved Sexual Misconduct
Policy 1809,	Exculpatory Evidence Disclosure Requirements

D. Provides Meaningful Feedback and Employee Performance Reviews

Assessment will be based on the Lieutenant's ability to:

- Hold initial meetings with subordinates to explain and document performance expectations.
- Complete accurate and timely performance evaluations of subordinates.
- Monitor subordinates during duty for efficiency and effectiveness. Review operational tactics with staff to ensure officer safety and compliance.
- Review and manage any performance improvement plans issued to subordinates.
- Directing subordinates to correct deficiencies noted during inspections or agency audits.
- 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.
- Understanding strengths and weaknesses. Creating tasks that capitalize on strengths or assist with overcoming weaknesses.
- Offer verbal commendations to recognize positive performance; and document exceptional performance by drafting recommendations for commendation, or substandard performance by writing corrective action reports.
- Provide encouragement when someone is struggling with a task or assignment.
- Inform the Education and Training Section of any observed deficiencies which may require additional training.
- Make notations to document positive or negative subordinate performance. Document performance management actions such as evaluations, counseling, recommended training, or recommendations for commendations.

E. Recognizes Training Opportunities and Supports Career Growth

Assessment will be based on the Lieutenant's ability to:

- Observe and guide new personnel to ensure their proper development and motivation.
- Remain knowledgeable about training opportunities offered by BPD and those approved by BPD that are offered by other agencies and outside organizations.
- Identify and schedule training and professional development opportunities/needs—on an individual and group level.
- Learn subordinates' career goals and connect them with, or illustrate how, assigned tasks or trainings will further those goals.
- Monitor subordinates' performance in order to guide their work and identify future training opportunities, and mentor supervisors under their command to help prepare them for future advancement.
- Provide guidance and support to subordinates that reinforces lessons presented in department trainings.
- Involve subordinates in problem-solving and goal setting.

- Identify and encourage subordinates who demonstrate skill and ability for additional responsibility or advancement such as serving as CIT or FTO officers.
- Approve all Field Training Officers (FTOs) and designate a Field Training and Evaluation Program District Coordinator.
- Make recommendations regarding the retention, suspension, or termination of trainees and FTOs.

Overall Rating

Based on the ratings for *Performance of Duty*, *Workplace Professionalism*, and *Supervision Skills* above, provide an overall assessment of the Lieutenant's performance.

Disciplinary Actions and Commendations

A. Disciplinary Actions Received

If applicable, provide a list describing the type of action. If not applicable, mark N/A.

B. Civilian Commendations

If applicable, provide a list describing the commendation(s), can be official or unofficial. For the purposes of this evaluation, a commendation is praise, appreciation, and/or acclaim directed towards the member by a civilian. If not applicable, mark N/A.

C. Awards and Agency Commendations

Official commendations received from the department. Provide a list describing the type of commendation(s).

Narratives

In this section, describe the Member's performance and highlight specific achievements, provide direction, and develop plans for improvement and career goals. The narrative must be:

- Unique to the member.
- Void of boilerplate language.
- Specific with distinct examples of noticeable trends and/or incidents.
- Written in the third person. For example, instead of "You did a poor job submitting reports on time," use, "Lieutenant A consistently submits reports on time."
- A minimum of three sentences per area.

Growth and Achievement

This narrative section is mandatory. Describe areas where the member has improved and gained proficiency in the position over the reporting period. In this section, provide descriptions of exemplary actions by the member. Include any Performance Areas the member has improved upon during the evaluation period.

Examples include, but are not limited to:

- Praising the way a member engages with the public to build trust and solve problems in collaboration with the community.
- Commending a member's actions during a crisis situation by describing both the situation and the de-escalation skills the member employed.
- Highlighting that a member consistently writes reports without a need for correction, or is consistently courteous to individuals regardless of the situation.
- Explaining how a member improved their communication skills with detectives when they arrived on the scene.
- Praising a subordinate for intervening in problematic situations, demonstrating the EPIC (Ethical Policing Is Courageous) peer intervention program in action.
- Recognizing how a subordinate consistently demonstrated most effective and least intrusive practices in stops, searches, and arrests without requiring supervisory intervention.
- Commending a subordinate for handling tense protest situations with poise and professionalism with a steadfast protection of the community's First Amendment rights.

Areas for Improvement

This narrative section is mandatory even if the member has received high ratings across all Performance Areas. Evaluators shall provide constructive feedback to members on how they can improve in any of the Performance Areas detailed in the manual. For example, if a member is not attaining high performance in any of the areas in the preceding section of this manual, supervisors should comment on that performance and provide recommendations for improvement.

Even for high performers, there is always opportunity for improvement, including those for career advancements, and evaluators need to support continual growth. Improvements for high-performing members can include encouraging the member to use accrued leave or not overexerting themselves to help others to the detriment of their own wellness.

For members who have received low ratings, provide guidance specific to the Performance Area in question. For example, if the member received a low rating for community engagement, explain any situations in which they were less than courteous and what they could do to improve.

Guidance for Career Development

This narrative section is mandatory. Evaluators shall discuss with their subordinate ways in which they could gain experience and skills, whether to expand their knowledge, or to better position themselves for their desired position or promotion. The narrative will be a description of the conversation and advice provided. Ways a Member could gain experience can include additional training, detail and task assignments, and/or consulting with a Lieutenant or Command in the other unit.



Baltimore Police Department *Performance Evaluation Guide* *Command & Executive-Level Sworn*

NOTE: The following is a guide to aid Sworn Members within the Command and Executive-Level ranks, and their supervisors, in developing the Performance Objectives and rating Job Competencies within the MAPS Employee Performance Review Form.

The MAPS Employee Performance Review Process and Form are developed in partnership between the City of Baltimore and MAPS and cannot be changed by the BPD. The following is to be used as a supplement to the already established process and procedures as set forth in the City's Administrative Manual Policy 228-1 Performance Management Policy for Managerial and Professional Society of Baltimore (MAPS) Covered Employees.

MAPS Employee Performance Review Form for Command and Executive-Level Sworn Members

In this column, the Member is to describe how they are meeting their goals and demonstrating competencies as they relate to their position. It is advised to include achievements, shortcomings, and plans for improvement. A minimum of three sentences and the avoidance of boilerplate language is required.

Manager's Performance Feedback

Managers are required to meet periodically throughout the year to provide continuous feedback, along with the completion of mid-year and year-end reviews of their employees.

In this column, describe the Member's performance and highlight specific achievements, provide direction, and develop plans for improvement. The narrative must be:

- Unique to the member.
- Void of boilerplate language.
- Specific with distinct examples of noticeable trends and/or incidents.
- Written in the third person. For example, instead of "You did a poor job submitting reports on time," use, "[Rank] was able to meet this goal by developing a work group..."
- A minimum of three sentences per area.

Performance Objectives (S.M.A.R.T. Goals)

Managers are required to approve final performance objectives based on the employee's position description, BPD goals, and in consultation with the subordinate.

To ensure Evaluations of Members using the MAPS form are focused on BPD's mission and priorities, the below guidelines must be used in addition to those laid out by AM Policy 228-1.

Performance Goal 1 – BPD's Mission Statement

Goal Weight: 20%

With the exception of Crime Reduction, which is addressed in Performance Goal 2, this goal should be focused on the core focus areas of BPD's Mission Statement:

- Crime Reduction
- Capacity
- Community
- Connectivity
- Culture

- Compliance

The Police Commissioner develops initiatives, projects, and plans to realize and maintain these Visions. To effectively execute these plans, contributions and oversight are required from all levels of the BPD. When drafting this goal, Members should identify a priority project within one of these Visions that they have been tasked with developing, initiating, or managing, and define their goal in the coming year. When drafting the goal, the Member must include the related Vision and how the goal is connected.

Performance Goal 2 – BPD’s Crime Reduction and Departmental Transformation Plan

Goal Weight: 20%

This goal is focused on BPD’s comprehensive crime reduction approach. The BPD’s strategic vision for reform lends itself to creating more resources and better directing BPD’s efforts in reducing, preventing, and solving crimes. Within the Plan, the following goals are outlined:

1. Improving Response Times
2. Improve Solve Rate for Open Cases
3. Maximize Available Police Resources
4. Deter or Prevent Criminal Activity
5. Encourage Witness Participation
6. Leverage Community Support
7. Reduce Officer Burden
8. Improve Officer Morale

When drafting this goal, the Member will identify a priority project within one of these Crime Plan goals that they have been tasked with developing, initiating, or managing, and define their goal in the coming year. When drafting the goal, the Member must include the related Crime Plan goal and how their Performance Goal is connected.

Performance Goal 3 – Career/Skills Development or Accountability

Goal Weight: 10%

The member has the option of one of two foci for this Performance Goal:

Career/Skills Development – When drafting a goal with this focus, the Member will identify their career goal or skill they would like to develop and the steps or training they intend to take reach that goal.

Accountability – When drafting a goal with this focus, the Member will describe the plan they have to reshape/improve the division or a unit they oversee, and the purpose for reshaping/improving.

Job Competencies

Per AM Policy 228-1 (5/24/19), “Job Competencies are a set of defined knowledge, skills, abilities, and other requirements that are needed for an employee to perform successfully.” Listed below are the definitions provided by MAPS. Underneath the definitions is how they are related to BPD.

Performance Competencies

- **Accountability:** be transparent; provide clear, concise, relevant and timely information; honors commitments; align the things you say, do and think; inconsistencies show through and can create doubt; do not say everything you think, but mean everything you say; be accountable for your decisions and actions; when you make a mistake, own up to it and take steps to correct the error; when you are not sure, say so.

For BPD, accountability is also related to possessing integrity and demonstrating moral principles even in the face of high-stress situations. It means being accountable to supervisors, colleagues inside and outside of BPD, elected officials, and the community equally.

- **Adaptability:** not easily discouraged and able to face challenges; flexible; manages unusual circumstances; make necessary and effective adjustments with limited time; learns quickly; works to maintain, improve, and expand skills.

For BPD, adaptability also means being able to adjust to sudden events that occur in the City that require police presence, using sound judgment under pressure, addressing different audiences, and making modifications based on staffing or funding changes.

- **Collaboration:** Demonstrates respect and fairness; treats people with dignity; self-aware of one's own actions and is able to resolve interpersonal conflicts; shares time, energy, and knowledge with others to ensure they can succeed; listens to ideas from others, even when ideas are different from own; is careful to ensure all sides are heard before reaching conclusion.

For BPD, collaboration is providing assistance; the willingness to work in harmony with co-workers and supervisors, both sworn and civilian, colleagues in partnership agencies, and the community; and the ability to develop or contribute to projects that foster teamwork.

- **Customer Focus:** treats everyone as a customer; listens to customers (internal and external) and addresses needs and concerns; keeps customers informed by providing status reports and progress updates; delivers on service commitments; meets established or agreed upon deadlines; maintains supportive relationships with customers; uses initiatives to improve outcomes, processes, and/or measurements.

For BPD, customer focus is being responsive to colleagues who rely on the output or assistance of the team the Member oversees. It's also working towards building public-trust and partnerships as outlined in the Community Policing Plan.

- **Problem-Solving:** Analyzes and prioritizes situations to identify and solve problems; provide solutions to increase efficiency and improve quality; involves others in solving problems and making decisions; factors organizational goals into decisions; provides clear, transparent, and timely decisions.

For BPD, problem-solving includes finding solutions to both internal and external problems. Internally, solutions can include improving efficiency in business processes or addressing staffing or budgetary issues. Externally, solutions can include finding solutions for crime reduction or prevention, including fostering an environment for patrol members to effectively conduct daily problem-solving.

Supervisory, Managerial & Executive Competencies (if applicable), as demonstrated by:

- **Building Effective Teams:** Blends people into teams when needed; able to assess the teams needs and gaps; creates strong morale and spirit in teams; shares wins and successes; fosters open dialogue; communications expectations; inspires and motivates employees to perform at their best; coaches, develops and actively supports the development of others; supports individuals to finish and be responsible for their work; ensures employees have access to adequate tools, training, and resources; defines success in terms of the whole team; creates a feeling of belonging on the team.

For BPD, building effective teams also means the capacity to inspire, motivate, and direct subordinates and other Members in the interest of Departmental and unit goals, missions, and values. Additionally, to build effective teams, supervisors must recognize training opportunities at the individual and group level, and illustrate how tasks assigned to their team are connected to Departmental goals.

- **Managerial Courage:** Excels as a leader and supervisor; inspires and motivates employees to perform their best. Speaks directly, honestly, and with respect in all situations. Provides timely feedback; coaches and counsels towards effective performance. Understands, enforces, and complies with City Policies. Stands their ground; makes recommendations; and shares opinions.

For BPD, managerial courage is also the ability to provide meaningful feedback; continually assess work performance and deal with performance issues; seize opportunities for improvement of the unit or Department; exercise EPIC and fair and impartial policing principles; offer praise; and address deficiencies, violations, and misconduct.

Professional Development

Training that builds skills, expands knowledge, or enhances competencies.

Supervisors are required to ensure employees complete at least one professional development goal or training activity within the performance year. Professional Development goals are at the discretion of the Police Commissioner and may include courses offered by Education and Training, approved outside organizations/agencies, and within the City's Department of Human Resources Learning and Development Catalog.

Evaluation Feedback and Discussion

In this narrative field, provide any thoughts that were not covered in other sections. Describe areas where the member has improved and gained proficiency in the position; exemplary actions; or provide constructive feedback to officers on how they can improve.