

# Performance Evaluations

## **1001.1 PURPOSE AND SCOPE**

This policy provides guidelines for the University of Maryland, Baltimore Police Department performance evaluation system.

## **1001.2 POLICY**

The University of Maryland, Baltimore Police Department shall use a performance evaluation system to measure, document and recognize work performance. The performance evaluation will serve as an objective guide for the recognition of good work and the development of a process for improvement.

The Department evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law.

The rating and evaluation process serves a variety of purposes. It is used for determining merit raise percentages, promotions, career development, special assignments, retention, training, and for other related personnel issues.

## **1001.3 TYPES OF EVALUATIONS**

The Department shall use the following types of evaluations:

**Regular** - An evaluation completed at regular intervals by the employee's immediate supervisor. Employees who have been promoted should be evaluated as established by the Human Resource Services or minimally, on the anniversary of the date of the last promotion.

When an employee transfers to a different assignment in the middle of an evaluation period and less than six months has transpired since the transfer, the evaluation should be completed by the current supervisor with input from the previous supervisor.

**Special** - An evaluation that may be completed at any time the supervisor and Bureau Commander or the authorized designee determine an evaluation is necessary to address less than standard performance. The evaluation may include a plan for follow-up action (e.g., performance improvement plan (PIP), remedial training, retraining).

### **1001.3.1 RATINGS**

When completing an evaluation, the supervisor will identify the rating category that best describes the employee's performance. The definition of each rating category is as follows:

**Outstanding** - Performance is well beyond that required for the position. It is exceptional performance, definitely superior or extraordinary.

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**Aboves standards** - Performance is better than demonstrated by a competent employee. It is performance superior to what is required, but is not of such nature to warrant a rating of outstanding.

**Meets standards** - Performance of a competent employee. It is satisfactory performance that meets the standards required of the position.

**Below standards** - Performance is less than the standards required of the position. A needs improvement rating shall be thoroughly discussed with the employee.

**Unsatisfactory** - Performance is inferior to the standards required of the position. It is very inadequate or undesirable performance that cannot be allowed to continue.

Supervisor comments may be included in the evaluation to document the employee's strengths, weaknesses and requirements for improvement. Any job dimension rating marked as unsatisfactory or outstanding shall be substantiated with supervisor comments.

Further information for each of the above ratings can be found on the UMB Human Resource Services website at <https://www.umaryland.edu/hrs/forms/employee-and-labor-relations-forms/>.

#### 1001.3.2 PERFORMANCE IMPROVEMENT PLAN

Employees who receive an unsatisfactory rating may be subject to a PIP. The PIP shall delineate areas that need improvement, any improvement measures and a timetable in which to demonstrate improvement. The issuing supervisor shall meet with the employee to review his/her performance and the status of the PIP at least monthly.

#### 1001.4 EVALUATION PROCESS

Supervisors shall meet with the employees they supervise at the beginning of the evaluation period to discuss expectations and establish performance standards. Each supervisor should discuss the tasks of the positions, standards of expected performance and the evaluation criteria with each employee.

Performance evaluations cover a specific period of time and should be based upon documented performance dimensions that are applicable to the duties and authorities granted to the employee during that period. Evaluations should be completed by each employee's immediate supervisor.

Assessment of an employee's job performance is an ongoing process. Continued coaching and feedback provides supervisors and employees with opportunities to correct performance issues as they arise and to acknowledge good work. Periodic discussions with the employee during the course of the evaluation period are encouraged. Supervisors should document all discussions in the prescribed manner.

Non-probationary employees demonstrating substandard performance shall be notified in writing of such performance as soon as possible in order to have an opportunity to remediate the issues. Such notification should occur at the earliest opportunity, with the goal being a minimum of 90 days written notice prior to the end of the evaluation period.

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All supervisors shall receive training on performance evaluations within one year of a supervisory appointment. Additionally, the UMB HRS will provide periodic performance evaluation training to all supervisors.

#### **1001.5 BEGINNING THE ANNUAL EVALUATION PROCESS**

Each member will meet with their immediate supervisor at the beginning of the rating period. Together they shall review:

- (a) Tasks of the position occupied;
- (b) The level of performance expected; and
- (c) The evaluation rating criteria.

All supervisors shall follow instructions on the Performance Development Program Form and in the manual, "**Supervisor's Guide to Employee Performance Expectations**." Raters will indicate on each rating form (PDP), the actual date and rating period covered by the evaluation.

All ratings of Unsatisfactory or Outstanding will be accompanied by explanatory comments giving specific reasons for the rating. All rated blocks will have comments.

#### **1001.6 SUPERVISOR/RATER RESPONSIBILITIES**

Members will be rated by their immediate supervisor. If a member has been supervised by more than one supervisor during the rating period, both raters will confer.

When the supervisor has completed his/her evaluation, a private discussion of the evaluation should be scheduled with the employee. The supervisor shall discuss the evaluation ratings and respond to any questions the employee may have. The supervisor shall provide relevant counseling regarding advancement, specialty positions and training opportunities. Any performance areas in need of improvement and goals for reaching the expected level of performance should be identified and discussed. If the employee has reasonable objections to any of the ratings, the supervisor may make appropriate adjustments to the evaluation. The reason for such adjustments shall be documented.

The completed PDP form is reviewed and signed by the member being rated. The rated member's signature does not imply their agreement with the evaluation, only that they have reviewed it. The rated member may add written comments in the "Employee's Comments" section of the PDP form. After the PDP evaluation form has been signed, a copy will be given to the member.

Evaluations are reviewed and signed by the rater's supervisor. During this review, the rater's supervisor will evaluate the rater regarding the fairness and impartiality of the ratings, the supervisor's participation in consulting with and counseling the rated member, and the supervisor's understanding of and ability to carry out the rater's responsibilities.

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#### **1001.7 EVALUATION FREQUENCY**

All members who have been employed by the Department for 120 days or longer shall receive an annual evaluation regardless of probationary status.

Supervisors shall ensure that all employees they supervise are evaluated at least once every year on the anniversary of the employee's date of appointment or hire. Non-exempt members will be evaluated within the rating period of April 1st to March 31st, while Exempt members will be evaluated within the rating period of July 1st to May 31st. Furthermore, non-exempt members shall have a mid-point evaluation completed. The mid-point evaluation does not require a formal evaluation and does not need to be submitted to Human Resource Services; however, it does require a documented conversation with the member to communicate how they have performed to date.

Those members who are required to successfully complete a probationary period should be evaluated quarterly.

#### **1001.8 PROBATIONARY EVALUATION REPORTS REQUIRED**

Performance evaluations of probationary members begin the first day they are hired with the exception of police recruits, whose probationary evaluation period begins upon academy graduation. The Field Training Officer's evaluation of members will be used to assist in the evaluation of probationary police and security officers.

Cumulative Daily Observation Reports (DOR) will be used for "formal" quarterly PDP evaluations. The member's supervisor will meet and consult with the member to discuss their performance during the previous three months and to establish goals and objectives for the next three-month evaluation period. The member will be rated quarterly using the PDP evaluation form with the evaluation period reflecting a three-month time frame.

If a member goes into a new assignment during the quarterly rating period, the member will receive a joint rating through a combined effort of the new and former supervisor. Similarly, if a supervisor is replaced during that rating period, the combined approach will also be used.

Police recruits may receive an annual PDP while in training based on their date of hire. Police recruits will not receive a probationary evaluation until they have been out of the training academy for three (3) months.

#### **1001.9 APPEAL**

An employee who disagrees with his/her evaluation may provide a formal written response that will be attached to the evaluation, or may request an appeal.

To request an appeal, the member shall forward a written memorandum through the chain of command within three days to the rater's supervisor. The memorandum shall identify the specific basis for the appeal and include any relevant information for the reviewer to consider. Upon receiving the appeal, the rater's supervisor will meet with the member to informally discuss issues and review documentation regarding the contested area. If the appeal is not resolved informally

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with the rater's supervisor, the member has the option to file a formal complaint through the established grievance process (see Grievance Policy 1003).

**1001.10 CHAIN OF REVIEW**

The signed performance evaluation and any employee attachment should be forwarded to the evaluating supervisor's Bureau Commander or the authorized designee. The Bureau Commander or the authorized designee shall review the evaluation for fairness, impartiality, uniformity and consistency, and shall consider any written response or appeal made by the employee.

The Bureau Commander or the authorized designee should evaluate the supervisor on the quality of ratings given.

**1001.11 RETENTION AND DISTRIBUTION**

The original performance evaluation and any original correspondence related to an appeal shall be maintained by the Department in accordance with the Personnel Records Policy.

A copy of the evaluation and any documentation of a related appeal shall be provided to the employee and also forwarded to the Baltimore Human Resource Services.