

BALTIMORE CITY PUBLIC SCHOOLS

GENERAL ORDER 10-49 SECTION K-10

SWORN PERFORMANCE EVALUATION Revisions Approved: June 12, 2018

This General Order contains the following numbered sections:

- I. Directive
- II. Purpose
- III. Evaluation Report Schedule
- IV. Responsibilities
- V. Rater Training
- VI. Unsatisfactory Performance
- VII. Appeals
- VIII. Effective Date

I. DIRECTIVE

To achieve its stated objectives the Baltimore City School Police Force (BCSPF) must be able to depend upon satisfactory work performance from all employees. It is the policy of the BCSPF to ensure ongoing performance evaluations of all members and to record these evaluations of performance on a regularly scheduled basis.

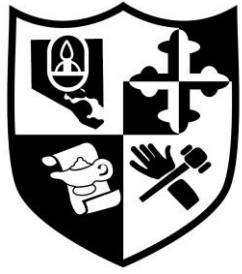
II. PURPOSE

The purpose of a performance evaluation is to provide a record of a member's performance and to ensure that members are aware of how they are performing the duties of their position on a formal basis. Performance evaluations are to indicate how well a member has carried out the duties of their job over a specific period of time. The evaluation process enables the rating supervisor and the rated member to review performance, document individual accomplishments, set future goals, establish development plans, resolve questions, and discuss needed improvement.

III. EVALUATION REPORT SCHEDULE

A. Rating Period

At the beginning of the rating period, the supervisor is required to explain the evaluation system to the employee and to relate the performance traits, behavioral descriptions, supervisory accountabilities, and rating categories of the employee's job. During this



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meeting all identification information on page one of the evaluation form shall be completed. The employee and supervisor shall then sign and date the form in the designated area.

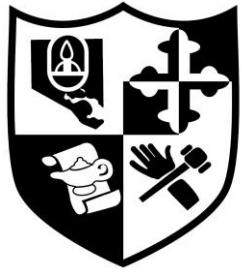
1. Quarterly Reports- shall be submitted by the Rating Officer on probationary police officers and newly promoted personnel through the rank of Lieutenant, during the first year of their appointment. The following dates indicate rating periods:
1st Quarter: 1 July- 31 September
2nd Quarter: 1 October- 31 December
3rd Quarter: 1 January- 31 March
4th Quarter: 1 April- 30 June

The first quarterly report shall be submitted on recent entrance level training graduates and newly promoted personnel who have served at least five weeks in their new assignment prior to the closing quarterly date. Thereafter, the above dates determine the appropriate time periods covered. In no case shall a probationary officer or promoted individual be evaluated less than four times during the probation period. The final quarterly report shall be completed on the fifteenth (15th) day of the eleventh (11th) month following the effective appointment date.

2. Semi-Annual Reports- shall be submitted by the Rating Officer on all Lieutenants, Sergeants, and School Police Officers with the exception of those on probation. These reports will be submitted for periods ending 31 December and 30 April.
3. Unscheduled Reports- shall be submitted by the Rating Officer on those officers to be rated for promotion, disciplinary action or other special occasions upon request by higher authority.

Upon transfer to another activity an evaluation report shall be submitted by the Rating Officer except when the transferee has been rated and report submitted within the preceding thirty day period.

4. A written performance evaluation shall be conducted for all entry-level probationary employees quarterly.
5. Sworn members, while attending the police academy, shall be evaluated by the staff of that academy.
6. Upon graduation, sworn members shall be evaluated daily, weekly, and monthly by their assigned Field Training Officer (FTO) until completion of the FTO program.
7. The evaluation shall be specific to the current rating period. Performance of the



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employee prior to or following the specified rating period should be excluded.

B. Forms

Performance evaluations shall generally be documented on the EMPLOYEE PERFORMANCE EVALUATION FORM (copy attached). The completed and signed June performance evaluation form shall be retained by this division and become part of the member's division file. In addition to the division file copy, the composite annual performance evaluation (December) shall be forwarded to the Personnel division to be included in the member's permanent file.

Performance evaluations for entry-level sworn personnel shall be conducted utilizing academy's forms while in the academy, and FTO forms during field training.

C. Rating Criteria

The rating criteria utilized shall be specific to the member's job description and current assignment. Rating officers must of necessity keep notes on employees to be rated and must be prepared to explain extreme ratings to both their subordinates and to their Commanding Officers. The member's immediate supervisor (rating member) shall address the following general duties and responsibilities for all employees:

1. Attendance
2. Observance of rules, policies, procedures, etc.
3. Compliance with directives and orders
4. Cooperation with others
5. Responsiveness to supervision
6. Knowledge of work
7. Quality of work
8. Quantity of work
9. Planning and organizational skills
10. Acceptance of responsibility
11. Acceptance of and adaption to changes in the work
12. Operation and care of assigned equipment
13. Safety practices
14. Effort to improve skills



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15. Sensitivity to customer needs

Additionally, supervisory employees shall be evaluated in the following areas:

16. Leadership skills
17. Organizational, planning, scheduling, and coordination skills
18. Orientation and instruction skills
19. Monitoring, documenting, and evaluating employee performance
20. Cost containment
21. Labor relations skills
22. Sensitivity to employee needs

The rating criteria for sworn entry-level employees shall be specific to their current academic and/or field training assignments.

D. Employee Accomplishments

The supervisor shall document any accomplishments that were not anticipated and/or were particularly outstanding.

E. Required Improvement

The supervisor shall make specific comments concerning areas where the employee received an unsatisfactory rating.

The supervisor shall identify specific goals and objectives to bring the member's performance, rated as unsatisfactory, up to a rating of at least skilled during the next rating period.

This process should be developed in a performance improvement plan, with employee input, to address the identified performance deficiencies.

F. Career Development Plans

The supervisor and rated employee should discuss and document employee strengths, job and career goals and development needs. This discussion may include job knowledge, personal judgement, oral communication, written communication, self-management, planning and



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organizational skills, and leadership skills.

IV. RESPONSIBILITIES

A. Rating Member

Rating Officers are advised that seldom is an officer outstanding or less than satisfactory in all areas of performance. A Rating Officer must:

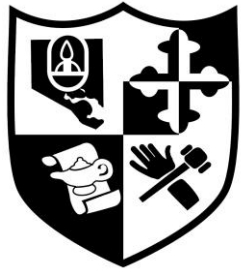
1. Regularly review departmental objectives and intent.
2. Set practical work tasks and hold individuals who are rated accountable for their attainment.
3. Take any necessary corrective action to build a better team.

Rating Officers must keep notes on employees to be rated and must be prepared to explain extreme ratings to subordinates as well as commanding officers.

B. Rating Officers

1. Complete the Performance Evaluation Report as appropriate in keeping with Annex A.
2. Document information used in completing the evaluation form, which is subject to examination by the reviewing officer.
3. Complete and sign the Performance Evaluation Report prior to presentation to the member being rated.
4. Consult with the rated member for the following purposes:
 - a. To consult and advise the member in areas where outstanding performances have been noted and/or where improvement is indicated.
 - b. To attempt to clarify any misunderstandings on the part of the rated member.
5. Have the rated member sign the form to indicate it has been read.

NOTE: In no case shall the Rating Officer change any entries in the Performance Evaluation Report once it has been submitted to the member being rated. The rated member's recourse to an adverse report is outlined below. Commanding Officers and other superiors in grade to Rating Officers shall not require the Rating Officers to change any entries. This form shall be submitted through channels as originally prepared.
6. Submit completed Performance Evaluation Reports to the Reviewing Officer no later than five (5) working days after the end of the rating period.



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C. Rated Member

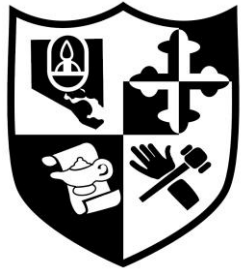
1. Review and discuss the performance evaluation with your supervisor.
2. Write any comments you wish to make in the appropriate section of the evaluation form (use additional attachments if necessary).
3. Sign and date the form in the appropriate area to indicate that you have seen and received a copy of your evaluation. Your signature does not indicate agreement with the evaluation unless you fail to make written comments to the contrary.

D. Reviewing Member

1. The reviewing member shall review all performance evaluations submitted by the supervisors for completeness and compliance with procedure.
2. Attach a statement, to be forwarded with the evaluation, if not in agreement with the rating member's (supervisor's) rating(s) or return the evaluation to the supervisor for explanation or correction.
3. Take corrective action with the supervisor, if the performance evaluations are incomplete, inconsistent, inaccurate, or submitted late.
4. While reviewing the performance evaluations, the reviewing member shall evaluate the quality of the ratings being given by the first-line supervisors. This is an area the supervisors themselves shall be rated in [see Section III, C #19 of this directive]. The reviewing member should evaluate raters regarding the fairness and impartiality of ratings given, their participation in counseling rated employees, and their ability to carry out the rater's role in the performance evaluation system. The reviewing member should also ensure that the raters apply ratings uniformly.
5. Submit the performance evaluation, with all attachments; through the chain of command for final review by the Chief of School Police or their designee.

E. Commanding Officers

1. Must ensure that all completed Performance Evaluation Reports are treated as confidential information to be seen only by those individuals required to process or have knowledge of the contents of such reports and are submitted at the prescribed periods on each individual under their command.
2. Must ensure that no copies of these reports are retained in the Sectors.
3. Shall not change the marks on the Performance Evaluation Report after it has been completed, reviewed and signed by the Rated Officer.
4. Must make a written recommendation for any enforcement personnel under their command who receives a below average or an unsatisfactory Performance Evaluation



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Report. Recommendations may consist of, but are not necessarily limited to special training in the area of weakness, complete retraining, an official reprimand, or other administrative action.

5. Must submit reports of all School Police Officers rated either unsatisfactory or outstanding and/or accompanied by a statement from the Rated Officer, through channels so as to arrive at Headquarters no later than fifteen (15) days after the end of the rating period. All other reports of School Police Officers shall be submitted directly to Headquarters. All supervisory ratings shall be submitted through channels.
6. Should attach a written explanation for late submissions to all reports submitted after deadline.

F. Chief of School Police

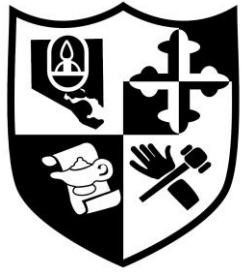
1. The Chief of School Police (and/or designee) shall review all employee performance evaluations paying particular attention to those employees receiving less than or more than overall “skilled” rating.
2. Should take such action or institute any such follow up as deemed appropriate. This may include changing the original overall evaluation. In the event the Chief of School Police changes the original overall evaluation, the first-line supervisor or designated rating member and the employee are to be sent a copy of the changed evaluation with written explanation of the changes. The Chief of School Police will then review the changes with the supervisor and the employee.
3. Shall sign and date the form where indicated.
4. Shall ensure that copies of the performance evaluations are maintained in the division files and forward the annual composite performance evaluations (December) to personnel.

G. Field Operations Lieutenant

1. Make the Performance Evaluation Report a part of the individual’s personnel file.
2. Ensure that the Performance Evaluation Report is kept confidential and revealed only to those persons with a need to know.
3. Review all reports and notify the Captain of School Police of two or more consecutive unsatisfactory/below average Performance Evaluation Reports.

V. RATER TRAINING

Rating members (supervisors) shall receive training in the following areas:



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1. The contents of this directive and any subsequent modifications.
2. The contents and requirements of all related BCSPF policies and procedures referenced in this directive, including but not limited to performance evaluations and grievances.
3. Effectively evaluating subordinates, during their training in the Maryland State-mandated “First-Line Supervisor” and “First-Line Administrator” training programs and State-mandated annual “in-service” training.
4. Field Training Officers (FTOs) shall receive evaluation training and be certified prior to functioning in the FTO capacity.
5. Any other training programs as deemed appropriate by the Chief of School Police.

VI. UNSATISFACTORY PERFORMANCE

Supervisors shall advise members whenever the member’s performance is deemed to be unsatisfactory. In cases where it appears that the member will receive an “unsatisfactory” rating on their overall annual composite performance evaluation, the supervisor shall issue a warning letter to the affected employee at least 90 days prior to the end of the annual rating period.

Unsatisfactory performance will be addressed in a performance improvement plan.

VII. APPEALS

- A. An overall rating of Unsatisfactory denies the employee a level movement, and may be appealed. An overall rating of Satisfactory or above may not be appealed.
- B. A written request for an appeal must be submitted to the Captain within seven (7) calendar days of the employee’s Rating Meeting.
- C. The Captain shall review the rating and investigate the appeal in keeping with the Performance Evaluation System Handbook.
- D. The Captain may make changes, where appropriate, to the individual rating factors or the overall rating.
- E. Any changes made must be initialed by the Captain.
- F. The Captain shall attach a letter to the rating form indicating the outcome of the appeal, and the reasons why the rating was changed or allowed to stand. The rated employee shall be given a copy of the decision.
- G. If the employee wishes to appeal the decision of the Captain; they may do so to the Chief of School Police within seven (7) calendar days of receiving the decision of the Captain.



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- H. The Chief of School Police shall make changes, where applicable based on relevant documentary evidence.
 - I. Any changes will be initialed by the Chief of School Police.
 - J. The Chief of School Police shall attach a letter to the rating form indicating the outcome of the appeal, and the reasons why the rating was changed or allowed to stand. The rated employee shall be given a copy of the decision.

VIII.EFFECTIVE DATE

This Order shall be effective on the date of publication.

I certify that I have read and fully understand this Order.

Signature _____ Date _____