



PERFORMANCE EVALUATIONS

WRITTEN DIRECTIVE:	4.3
EFFECTIVE DATE:	01-01-1987
REVISION DATE:	08-18-2017
SUPERSEDES EDITION DATED:	05-05-2013

Contents

- I. Purpose
- II. Policy
- III. Background
- IV. Using the Performance Development Program
- V. Consulting, Rating, and Receiving the Evaluation

I. Purpose

The purpose of this Written Directive is to provide policies and procedures for the University of Maryland, Baltimore Police Force (UMBPF) Performance Evaluation System. The purpose of the System is to ensure that the evaluation of individual performance is fair, impartial, and is achieving established objectives consistent with sound personnel management principles.

II. Policy

It is the policy of the UMBPF that all members be treated fairly during the evaluation phase of employment. Guidelines contained in this Written Directive will serve as a guide to supervisors so this goal can be attained.

III. Background

A. Performance Development Program

1. The University of Maryland, Baltimore (UMB) utilizes the Performance Development Program (PDP). The PDP is an evaluation system that is fair, objective, and measures individual performance while identifying those areas needing improvement. This review is used by UMBPF supervisors to annually rate the performance of all members. A copy of each member's completed review is maintained as indicated later in this Written Directive.
2. The rating and evaluation process serves a variety of purposes. It is used for determining merit raise percentages, promotion, career development, special assignments, retention, training, and for other related personnel issues.
3. All members who have been employed by the Agency for 120 days or longer shall receive an annual evaluation regardless of probationary status.

B. The Evaluation System

The rating system employed by the UMB is structured to incorporate measurement definitions, procedures for the use of the evaluation forms, rater/member responsibilities, and rater training. The principles applied to the evaluation system focuses on the best use of available human

resources, identification of personnel problems that can be dealt with promptly and fairly, and on member job satisfaction.

C. Rating Appropriately

The key principle of performance evaluations is recognizing that members are different. Each member has both strengths and weaknesses and performs at a different level that fluctuates over time. A good supervisor must be able to:

1. Recognize member strengths and weaknesses.
2. Identify these areas on the performance evaluation form.
3. Help the member understand how to build on strengths and to overcome deficiencies.
4. Through effective counseling, help the member set specific career objectives and develop a timetable for growth and development. All of these areas will be covered during the training of the rater.

IV Using the Performance Development Program

A. Program Rating Scale

The rating scale for the Performance Development Program is as follows:

1. Outstanding - Performance consistently far exceeds the requirements needed to fulfill the principal duties, responsibilities, objectives and expectations of the position. Performance is exceptional. It also denotes exceptional achievement and contribution to the UMBPF and the UMB Institution. An explanatory narrative is required under the "Comments" section of the evaluation.
2. Above Standards - Performance clearly and consistently exceeds the criteria and standards required of a fully competent person. This rating will be awarded only when an member does more than is expected or required in a specific area.
3. Meets Standards - Performance consistently meets the requirements needed to fulfill the principal duties, responsibilities, objectives and expectations of the position.
4. Below Standards - Performance needs improvement. The member's performance usually meets the normal requirements in most of the job areas, but occasionally fails to meet minimum criteria and standards of job performance. This rating pinpoints deficiencies that need corrective action and improvement is needed.
5. Unsatisfactory - Failed to meet expectations. This rating indicates immediate attention and improvement is required in a particular area. A narrative comment is required.
6. Further information for each of the above ratings can be found on the UMB Human Resource Services website at: www.umaryland.edu/hrs/forms/member-and-labor-relations-forms/.

B. Beginning the Annual Evaluation Process

1. 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.
2. All supervisors shall follow instructions on the Performance Development Program Form and in the manual, "**Supervisor's Guide to Employee Performance Expectations.**"
3. The UMBPF will complete evaluations annually and all ratings will be completed within the rating period, which is April 1st to March 31st of the calendar year.
4. The performance evaluation covers specific periods and the evaluation is specific to the position occupied by the member during the rating period.
5. Raters will indicate on each rating form (PDP), the actual date and rating period covered by the evaluation.
6. All ratings of Unsatisfactory or Outstanding will be accompanied by explanatory comments giving specific reasons for the rating. All rated blocks will have comments.

C. Supervisor Responsibilities

1. 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.
2. 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.
3. The rater will discuss the completed performance evaluation with the rated member at a scheduled meeting. The member will be consulted regarding their performance and the meeting will allow discussion and feedback from the rater and member on performance concerns. 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.
4. After the PDP evaluation form has been signed, a copy will be given to the member.

D. Supervisor Preparation for Review

1. All supervisors shall be familiar with the PDP form and the contents of the "**Supervisor's Guide to Employee Performance Expectations.**"
2. The PDP is an essential part of the career development program and an essential part of the process whereby supervisors and members consult together, determine career objectives, and set targets and timing of planned actions to improve performance. The process should encourage open and honest supervisor-member communications that contributes to continuous discussion, coaching, training, and counseling while improving the quality and responsiveness of the workforce.
3. All sworn supervisors are mandated by the Maryland Police and Corrections Training Commission (MPCTC) to attend a Supervisors Training Course. A part of the course lecture is devoted to the preparation and completion of performance evaluations. Additionally, the Office of Human Resource Services provides periodic PDP workshops for new supervisors and for those supervisors needing a refresher course.
4. UMBPF supervisors will be responsible for periodically reviewing their training notes on performance evaluations. The supervisor's preparatory training should include a thorough review of the PDP form and the individual instructions contained in the "**Supervisor's Guide to Employee Performance Expectations,**" regarding the use of the forms and rater responsibilities.
5. Supervisors must meet with members and openly discuss performance deficiencies on a routine basis.
6. Supervisors should have a clear knowledge and understanding of the job responsibilities of each of their subordinates. Tasks, standards, and criteria should be thoroughly discussed with each member to avoid confusion relative to performance standards.

E. Evaluation Documentation

Each supervisor will informally and/or formally document the member's performance on a periodic basis. When the supervisor begins the evaluation process, they will refer to their documentation to assist in arriving at a fair and equitable measurement for those members being evaluated.

F. Using Objectives and Standards

1. The use of objectives and standards familiarizes members with the expectations associated with their duties and permits supervisors to accurately evaluate the performance of those duties according to how they should be performed.
2. Standards should be used daily to reinforce supervisory expectations and ensure that members gear their work efforts towards fulfillment of those expectations. Performance standards should generally be structured to express a range of acceptable goals and

objectives. Comments in performance evaluations shall be written in accordance with standards established for the job.

3. Performance standards ensure that mere completion of work assignments is not the sole criteria for evaluating performance. Consideration is also given to:
 - a. Time - Did the member complete the assignments within the time period specified?
 - b. Quality - Did the final product measure up to published supervisory expectations?
4. Documentation of performance should be by exception and should contain the following elements:
 - a. Date and time that a particular incident or incidents occurred;
 - b. The action taken or the behavior exhibited by the member;
 - c. The resulting consequences of that action or behavior on the member's total work performance and/or the operations of the work unit and department;
 - d. The response of the supervisor to the member's action or behavior; and
 - e. The member's reaction or response.

G. Evaluation Guide for Supervisors

1. The PDP is a means of job enrichment, member development, and improvement in critical supervisory skills.
2. The UMBPF completes an annual evaluation of each member between April 1st and March 31st of the following year.
3. The PDP evaluations are based on the member's performance during the period being rated. Raters will indicate on each completed PDP form the date of the rating and of the rating period.
4. The performance evaluations are to:
 - a. Standardize the nature of the personnel decision-making process;
 - b. Ensure the university community that UMBPF personnel are qualified to carry out their assigned duties;
 - c. Provide job incumbents with necessary behavior modification information;

- d. Inspire members to maintain behaviors that are appropriate from the UMBPF standpoint; and
- e. At the same time, to eliminate inappropriate behaviors.

H. The Contested Evaluation Process

1. The review process for the contested evaluation begins with the member contesting comments in the “Employee Comments” section of the PDP form or on an Administrative Form 95 or other written document.
2. In either case, the contested areas should be well defined. The process is as follows:
 - a. The rater’s supervisor meets with the member’s rater to discuss issues and to review documentation regarding the contested area.
 - b. The rater and member meet to informally resolve disputed issues. If no resolutions are accomplished, the member has the option to file a formal complaint through the established Grievance Procedure in **WD 4.10, Grievances and Appeals**.

I. Retention of Evaluation Reports

Performance evaluations will be retained as part of the Agency personnel files for as long as the member remains active with the Agency. Personnel files are retained for ten (10) years after a member’s separation before being destroyed.

J. Probationary Evaluation Reports Required

1. 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.
2. 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.
3. The member will be rated quarterly using the PDP evaluation form with the evaluation period reflecting a three-month time frame.
4. 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.

5. 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.

V. Consulting, Rating, and Receiving the Evaluation

A. Consulting with Members

1. At the beginning of each annual rating period, (April 1st through March 31st of the following year), supervisors will meet with each member assigned to them in regards to the following:
 - a. Tasks of the position occupied;
 - b. Level of performance expected; and
 - c. Evaluation rating criteria.
2. It is essential to the success of the operation of the UMBPF that each member fully understands the specific duties and responsibilities associated with the assigned position and what is expected of the member in carrying out these duties. The Performance Planning Document (PPD) which is available through the website listed in **Section IV, A, 6** above, may be used to document the goals and objectives for the coming evaluation year.
3. Supervisors must let members know how well they are doing by discussing their work performance, not only when performance evaluations are due, but on a regular and continuous basis.
4. The rater will conduct a private discussion with the member with respect to the evaluation criteria, operational objectives, learning goals, and development plans. This discussion or consultation serves to give the rater an opportunity to formally highlight areas of strengths and weaknesses on the part of the member and to give specific examples of each. Career counseling and guidance will be provided by the rater relative to advancement, specialization, and training appropriate for the member's position. Questions concerning evaluation criteria, positions, objectives, goals, and performance expectations for the next rating period can be identified and agreed upon.
5. Performance ratings are scaled and will be clearly explained in the "Objective" portion of the PPD form. Following the rater-member consultation, the supervisor and member will sign the PPD form and a copy of the form is given to the member. All raters will forward the original PPD through the chain of command for review and filing.

B. Unsatisfactory Member Rating and Perceived Negative Comments

1. To ensure appropriate communication between a rater and member, when a member's end of rating period evaluation is rated below the "meets standards" level in any of the

PDP factors or objectives, or when an member receives an overall rating of “meets standards” but perceives a written comment as negative, the member should have an informal discussion of the matter with the rater to understand the basis for the comments, or to determine areas for improvement and possible methods to improve. This discussion may address any written comments on the evaluation.

2. In all cases, any member whose performance is deemed to be unsatisfactory during the rating period will be counseled by the supervisor on the affected area(s) and the member will be given a written notification in a timely manner.

C. Commenting when Evaluation is Unsatisfactory or Outstanding

Because supervisors perceive performance differently and may rate some members higher than others, supervisors must maintain objectivity. Without some standardization of scoring, the system can easily create inequities. Therefore, all ratings of unsatisfactory or outstanding will be accompanied by explanatory comments, giving specific reasons for the rating. All rated blocks will be completed and except as required above, may be accompanied by explanatory comments.

D. Receiving the Evaluation

1. Prior to the rater-member consultation, the rater will forward the PDP form to the reviewer for comments and or discussion. The reviewer will ensure there is effective and fair use of the PDP across all of the different sections.
2. The reviewer will sign and return the evaluation to the rater for the final phase of the evaluation process. When the performance review between the rater and the member has been concluded, the rater will forward the signed form for filing in the Agency’s personnel files.
3. When accountability for all members’ PDP forms has been accomplished, the Personnel Files manager will provide each member with a copy of their signed evaluation.
4. The completed electronic form, located at the web address noted in **Section IV, A, 6**, is then submitted through the on-line system to the UMB HRS for processing and filing into the members official UMB personnel file.

Written Directive System Impact

Upon approval and publication, this edition of WD 4.3 supersedes all previous editions. It will also incorporate and replace SOM and CSM 4.3, Performance Evaluations. Both will be deactivated.

Martinez Quteaz Davenport, Sr., MS
Interim Chief of Police for Public Safety

CALEA Standard (s): 35.1.1; 35.1.2; 35.1.3; 35.1.5; 35.1.7; 35.1.8