


<b>FROM</b>	NAME & TITLE	Deborah F. Moore-Carter, Labor Commissioner <i>DTM-C</i>	<b>CITY of</b> <b>BALTIMORE</b> <b>MEMO</b>	
	AGENCY NAME & ADDRESS	Office of the Labor Commissioner 417 East Fayette Street, Suite 1405		
	SUBJECT	<b>City Council Bill 08-0053R – Informal Hearing Supervision Practices of City Agency Supervisors</b>		

**TO** The Honorable President  
Stephanie Rawlings-Blake and  
Members of the Baltimore City Council  
Room 406, City Hall  
100 N. Holliday Street  
Baltimore, Maryland 21202

**DATE:** June 19, 2009

As a follow up to the informational hearing, a labor-management committee was formed and a meeting was convened with representatives from the City Union of Baltimore (CUB) and AFSCME Locals 44 and 2202. Representatives from the Department of Human Resources (DHR) and the Office of the Labor Commissioner (OLC) were also in attendance. The goal of the meeting was to allow the union representatives to continue the dialogue regarding suspension practices and as a group development resolution.

The union representatives expressed concern about:

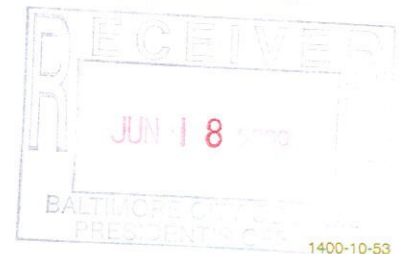
- a. The lack of properly trained supervisors.
- b. The failure to conduct a fair and proper investigation before disciplining employees.
- c. The lack of compassion for employees, i.e. disciplining employees in front of other employees.
- d. The failure of supervisors to give consideration to employees' years of service and overall work records.
- e. Suspending employees for excessive numbers of days causing major financial hardships.
- f. No progressive discipline.
- g. The failure to document disciplinary action before an employee is sent home.
- h. Lack of performance evaluations which as a result causes employees to be unaware of performance expectations.

After developing the list of major concerns, the committee "brainstormed" about possible solutions. The committee agreed to the following recommendations:

- a. By executive order, mandate all supervisors and managers obtain knowledge of city policies, the Personnel Manual (specifically PM 350) and applicable Memoranda of Understanding.
- b. Provide refresher courses policies and procedures.
- c. Develop on-line training for managers, supervisors and employees.
- d. Properly train supervisors to minimize supervisory abuse.
- e. Ensure that employee receive performance evaluations at least twice a year.

The Committee spent time during the meeting discussing performance evaluations. Through its discussions, the committee learned that some city agency supervisors routinely conduct performance evaluations. Employees in agencies where evaluations are conducted are aware of job expectations. It is problematic; however, that some agencies supervisors fail to evaluate their subordinates.

*Comments*



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DHR has developed new performance evaluation instruments. The unions have received the draft performance evaluations for review and comment. The next meeting is scheduled for Thursday, June 25 at 3:00 p.m. in the OLC. The unions will provide feedback about the drafts.

The committee will continue to meet in an attempt to resolve all outstanding issues.

DFMC/lwmnc

cc: Gladys B. Gaskins  
Yvonne Moore  
Larissa A. Parrish

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