



ALBUQUERQUE POLICE DEPARTMENT
ADMINISTRATIVE ORDERS

SOP 3-22

Effective: 10/16/17 Review Due: 10/16/18 Replaces: 05/03/16

3-32 EMPLOYEE WORK PLAN/PERFORMANCE EVALUATIONS

3-32-1 Policy

APD will develop and implement fair and consistent practices to accurately evaluate the performance of all APD personnel in areas related to constitutional policing, integrity, community policing, and critical police functions. This process will continue on an ongoing and annual basis. APD will develop objective criteria to assess whether personnel meet performance goals. The evaluation system will provide for appropriate corrective action when such action is necessary.

3-32-2 Definitions

A. Employee Work Plan

The evaluation form used by all Department personnel to evaluate all personnel, other than recruit officers. Work plans are not a form of discipline, but are tools to effectively communicate expectations, perceptions, and concerns about employee performance.

B. Initiative

An objective, task, or plan assigned to an employee that is intended to fulfill a department goal or to address a problem.

C. Manager Dash Board

A page in PeopleSoft for managers/supervisors to view and manage their direct reports and to initiate personnel actions on their behalf. Sworn and Civilian personnel will have access to this page and are expected to view it on a regular basis.

D. Output and Quality Measures

PeopleSoft ePerformance provides a number of delivered and ad-hoc reports to analyze data and to evaluate and measure quality. Some examples:

- a. Rating distribution expectations vs. actual.
- b. Rating summaries.
- c. Performance document status summaries.
- d. Missing performance documents.
- e. Late performance documents (late by evaluation steps and due dates).

In addition to the above reports, each performance document must be approved by the next higher-level manager. The next higher-level manager is required to act as the compliance and quality gatekeeper through receiving reports notifying them of any discrepancies regarding subordinate performance.



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E. Performance Plan

The APD performance plan vendor is PeopleSoft ePerformance. In order to successfully create a performance plan the following steps must be completed:

- a. Define criteria. Supervisor and employee review performance expectations and establish career goals for the year.
- b. Checkpoints (Quarterly). Supervisor and employee sit down and review performance to date, identify issues and impediments, and document checkpoint results.
- c. Self-Review. Employee reviews his/her own performance and provides comments. The supervisor reviews employee ratings and provides comments.
- d. Manager Review. Supervisor reviews the employee's performance and provides comments. This is the official review.
- e. Evaluation review. Supervisor and employee sit down to discuss and resolve differences in the evaluation. This discussion will also involve finalizing the review of defined career and performance goals as created by the supervisor and employee.
- f. Acknowledge. Formal acknowledgement by the employee that the review was held and is now complete.
- g. Approval. The next management level up the chain of command reviews and approves/disapproves of the checkpoint. Where a checkpoint is denied by the next management level up the chain of command the previous level supervisor can review and update the checkpoint for reconsideration.
- h. Define Criteria. The process begins again.

F. Personnel Performance Evaluation System

The ePerformance function within the PeopleSoft Human Resources Management System. ePerformance includes:

- a. The performance template(s).
- b. The rules regarding the performance evaluation process.
- c. What and how employee performance is evaluated.
- d. Approvals, notifications, and workflow.
- e. Ratings and rating definitions.
- f. Performance evaluation process steps.
- g. Performance evaluation statistics and reports.
- h. Performance evaluation history.

G. Progress Reports

An employee's performance progress will be measured and evaluated in two ways:



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- a. Throughout the year using performance checkpoints (3 during the year) where both the supervisor and employee record comments on progress, issues, and impediments.
- b. From year-to-year using performance history. This history is available on the manager dashboard, talent summary, delivered reports, and dedicated performance history pages. Individual supervisors and APD will review performance trends over time to inform reviews of subordinate performance.

3-32-3 Rules and Procedures

A. Personnel Performance Evaluation System (Employee Work Plan)

1. All supervisory personnel will use a performance appraisal system, established on yearly initiatives and public safety strategies (program strategies), to assist in evaluating the work of supervised employees.
2. Each full-time employee (exemption of P2/C) will meet quarterly with his or her direct supervisor to develop an Employee Work Plan, to evaluate the employee's performance and outcomes under the prior year's work plan, based on the job description and duties of that employee during the rating period.
3. Work plans will relate to and be guided by:
 - a. APD Mission and Vision Statements
 - b. APD values (Integrity, Respect, Fairness, and Pride)
 - c. APD goals and objectives
 - d. Unit goals and responsibilities
 - e. Commitment to constitutional and community policing
4. At the initial review meeting, the direct supervisor and employee will use the program strategies within the performance plan to establish the employee's performance goals and initiatives. Output and quality measures will evaluate employee performance. The direct supervisor will develop realistic output and quality measures and list them on the Employee Work Plan. The direct supervisor will complete the expectation portion of the Employee Work Plan and provide the employee with a copy of the plan.
5. At the conclusion of the review meeting, the direct supervisor will set a date for a subsequent review meeting to review, redefine or modify initiatives. These meetings will be scheduled quarterly during the annual evaluation period.
6. At the end of the annual evaluation period, the direct supervisor will complete the final Employee Work Plan. Topics will include:
 - a. Results of the annual Employee Work Plan just completed.
 - b. Accomplishments and any modified initiatives.



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c. Career counseling for advancement, specialization, or training, as appropriate.

7. The direct supervisor's immediate superior will review each Employee Work Plan and, shall affix his or her "reviewer's signature," signifying that the direct supervisor's ratings were reviewed for timeliness, accuracy, completeness, fairness, and impartiality.
8. Employee Work Plans for direct supervisors will include the objective to complete Employee Work Plans for each subordinate in a timely and accurate manner.
9. Police cadets and recruit officers in on-the-job training (OJT) status will be evaluated using the Academy and Training Officer Program forms.

10. Rating Period

- a. The initial review meeting will take place within 30 days from the transfer date of bid for Field Services Personnel, or within 30 days from the date of transfer to another assignment.
- b. The rating period will be on an annual basis. In addition, upon the transfer of either the employee or the direct supervisor, the direct supervisor will prepare an Employee Work Plan prior to the transfer for the portion of the rating period that has occurred under his/her supervision.
- c. All APD employees will use the bid timeframe as the rating period.

B. Training On the Employee Work Plan

1. The APD Personnel Management Division will coordinate training for all APD personnel on how to complete Employee Work Plans using the Human Resource Management Program (PeopleSoft).
2. Personnel will access the Employee Work Plan on the manager's dashboard located within the Human Resource Management Program. This Employee Work Plan will be updated as job requirements change.

C. Probationary and Newly-Promoted Employee Progress Reports – Sworn Employees

As part of the final Employee Work Plan, a Performance Progress Report will be completed as follows:

- a. Monthly reports for employees promoted to sergeant and lieutenant for the first year following promotion;
- b. Monthly reports for patrolman second class for the first year following promotion, utilizing form PD2045.

D. Review of Employee Work Plan – All Employees



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1. Supervisors and employees will record recommendations regarding job performance on the last page of the Employee Work Plan.
2. The direct supervisor and employee will review the Employee Work Plan in quarterly review meetings. Completed Employee Work Plans will be submitted through the chain of command, using the Human Resource Management Program annually. The Personnel Management Division will notify the appropriate Deputy Chief /Major of all overdue Employee Work Plans.
3. Appeals of the Employee Work Plan should be addressed to the employee's Division Commander.

E. Unsatisfactory Performance

1. If a supervisor believes an employee is not performing satisfactorily, the supervisor will meet with the employee to document and discuss these concerns and identify performance deficiencies. Based on the meeting, the supervisor may adjust the Employee Work Plan to assist the employee in meeting objectives. This meeting should be scheduled as soon as the supervisor is made aware of the employee's unsatisfactory performance. Supervisors are expected to document disciplinary concerns and correct deficiencies of their subordinates on an ongoing basis.
2. Unsatisfactory work performance may include, but is not limited to, the following:
 - a. Unwillingness or inability to perform assigned initiatives;
 - b. Failure to conform to work standards established for the person's rank, grade, or position. Position descriptions are available on the APD share drive.
 - c. Failure to perform job duties consistent with constitutional and community policing;
 - d. Failure to take appropriate police action in a matter deserving of police attention;
 - e. Being absent without leave; and
 - f. Any other reason, supported by facts that adversely affect performance.

All non-probationary employees whose performance is deemed to be unsatisfactory should receive prompt written notice from their supervisor. Written notification shall be either a Performance Improvement Plan (PIP) or a remark noted in the Employee Work Plan. If the notification is in the Employee Work Plan, the supervisor must give the employee an updated Employee Work Plan describing the unsatisfactory performance.

F. Review of Employee Work Plan Progress by Command Staff

The manager assigned to the Personnel Management Division will review the progress of individual Employee Work Plans in the talent management system to assure that a review of all checkpoints has been completed. Where a supervisor is found to have failed to complete a review to assure completion of all checkpoints APD Personnel will



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notify the Area Commander, Deputy Chief and Majors to take appropriate corrective action.