



ALBUQUERQUE POLICE DEPARTMENT
ADMINISTRATIVE ORDERS

SOP 3-14

Effective: 02/28/2022

Review: 02/28/2023

Replaces: 06/29/2016

3-14 SUPERVISION

Related SOP(s), Form(s), Other Resource(s), and Rescinded Special Order(s):

A. Related SOP(s)

[1-1 Personnel Code of Conduct](#)

[1-5 Harassment/Sexual Harassment in the Workplace](#)

[2-8 Use of On-Body Recording Devices \(OBRD\)](#)

[2-16 Reports](#)

[2-38 Daily Staffing and Briefings](#)

[2-56 Use of Force: Reporting by Department Personnel](#)

[2-57 Use of Force: Review and Investigation by Department Personnel](#)

[2-80 Arrests, Arrest Warrants, and Booking Procedures](#)

[3-32 Employee Work Plan/Performance Evaluations](#)

[3-33 Performance Evaluation and Management System \(PEMS\)](#)

[3-41 Complaints Involving Department Personnel](#)

[3-46 Discipline System](#)

B. Form(s)

None

C. Other Resource(s)

None

D. Rescinded Special Order(s)

None

3-14-1 Purpose

The purpose of this policy is to ensure supervisors effectively manage their subordinates by possessing the proper skills to guide, train, and mentor them, or by initiating the disciplinary process when necessary. The success or failure of the Albuquerque Police Department (Department) is determined by the performance of its personnel whose level of efficiency is, in turn, largely determined by the caliber of their supervisors. Supervision guides the Department's performance of tasks and directs the efforts of Department personnel into an organized effort. Proper supervision is essential to maintain a professional level of competence in Department operations.

3-14-2 Policy

The purpose of this policy is to provide Department personnel with the guidance associated with the roles, duties, and procedures for supervision.



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N/A 3-14-3 **Definitions**

A. Chain of Command

The chain of command is defined by the Department's organizational chart as approved by the Chief of Police.

B. Delegate

Giving someone else the authority to complete tasks. The supervisor grants the subordinate the same authority that the supervisor possesses, but in a more limited scope.

C. First Line Supervisor

A sworn or non-sworn employee directly above the Department employee's current rank.

D. Mission Statement

To reduce crime, increase safety, and build relationships through community policing.

E. Organize

Planning the work of the Department and Department personnel in an orderly manner.

F. Oversee

A supervisor's duties including, but not limited to, mentoring, correcting, and managing personnel to ensure tasks and goals of the Department have been completed.

G. Subordinate

A Department employee who is lower in rank or position.

H. Supervisor

Sworn Department personnel at the rank of sergeant or above, or anyone who acts in those capacities; and non-sworn Department personnel with oversight responsibility for other personnel.

5 3-14-4 **Rules and Responsibilities**

A. General Rules

1. A supervisor shall:



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a. Review, support, and carry out all directives, policies, and procedures established by the Chief of Police (refer to SOP Personnel Code of Conduct for sanction classifications and additional duties);

b. Supervise, assign, review, and participate in the daily work of subordinates to ensure performance in accordance with the United States Constitution, applicable federal, state, and local laws and Department policy;

N/A

i. A supervisor shall complete the requirements outlined in SOP Daily Briefing and Staffing (refer to SOP Daily Briefing and Staffing for sanction classifications and additional duties).

c. Use current and available Department platforms and tools to document and respond to matters regarding Department personnel;

d. Follow the chain of command for Department efficiency;

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i. A subordinate shall forward communications and directives up or down the chain of command as indicated and, where it applies, shall include recommendations for approval or disapproval by a supervisor/their immediate supervisor.

ii. A subordinate shall not be bypassed nor shall lines of authority be crossed, except in emergencies or when necessary to facilitate the immediate accomplishment of non-time sensitive tasks.

iii. A supervisor shall closely and consistently supervise all subordinates under their primary command to maintain a professional level of competence.

iv. Each supervisor shall know whom they are supervising at all times.

v. A supervisor shall act as a liaison or intermediary between those above and below them in the chain of command to assist with transmitting orders, directives, and information as necessary.

e. Through action, manner, and attitude, promote all Department procedures essential to effective organizational control;

f. Convey to their subordinates the intent and spirit of orders and directives:

N/A

i. When supervising, a supervisor must ensure Department policies, procedures, and essential job functions are implemented correctly.

ii. A supervisor is responsible to their subordinates for providing direction, information, training, counseling, mentoring, and resources to perform their duties (refer to SOP Performance Evaluation and Management System for sanction classifications and additional duties).

iii. A supervisor should be knowledgeable of the performance and progress of each of their subordinates and should assist them in the resolution of any problems that could or are affecting their performance.

iv. A supervisor shall counsel, correct, or reprimand their employee in private and where they cannot be heard by others, unless operational circumstances make it impossible.

N/A

v. A supervisor shall submit timely, accurate, and complete performance evaluations for their subordinates (refer to SOP Employee Work Plan/Performance Evaluations for sanction classifications and additional duties).

N/A

N/A

vi. A supervisor shall review and approve any reports or documents prepared by their subordinates (refer to SOP Reports for sanction classifications and additional duties).



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N/A

vii. A supervisor shall ensure their subordinates are completing reports in a timely manner (refer to SOP Reports for sanction classifications and additional duties, specifically regarding timeliness of reports); and

N/A

viii. A supervisor shall review and approve criminal complaints prior to booking an individual (refer to SOP Arrests, Arrest Warrants, and Booking Procedures for sanction classifications and additional duties).

- g. Influence and direct their subordinates in the accomplishment of the Department's mission statement by remaining in their supervisory or command capacity when responding to incidents;
 - i. A supervisor is normally expected to refrain from engaging in routine enforcement activities and instead will direct the response unless there is an urgent need to assist.
 - ii. A supervisor shall develop strategies and employ tactics for effectively directing subordinates to minimize uses of force.
 - iii. A supervisor shall adhere to Department training for incident management.
- h. Organize, delegate and oversee the work of their subordinates and ensure that all work is completed;
 - i. Assume ultimate responsibility for the supervision of all personnel subordinate to them in the chain of command;
 - j. Ensure that officers and subordinates under their command use their on-body recording device (OBRD) (refer to SOP Use of On-Body Recording Devices (OBRD) for sanction classifications and additional duties);
 - k. Be knowledgeable about support services available to Department personnel and portray these services in a manner that minimizes stigma; and
 - l. Notify Department personnel of peer support or the Employee Assistance Program (EAP) after critical incidents or if they recognized that Department personnel are or have experienced emotionally disruptive personal or professional experiences.

N/A

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B. Commendations and Complaints

- 1. When responding to and addressing commendations and complaints, a supervisor shall:
 - a. Respond to inquiries or respond to accept commendations for exemplary behavior and actions;
 - b. Exemplify appropriate management and supervision techniques through modeling and enforcing constitutional, community-oriented policing; de-escalation techniques; and effective problem-solving techniques;
 - c. React appropriately to complaints about inappropriate behavior or conduct by their subordinates;
 - d. Identify, respond to, and preliminarily investigate allegations of policy violations (refer to SOP Complaints Involving Department Personnel for sanction classifications and additional duties);
 - e. Evaluate and proactively identify both potentially problematic and commendable performance by subordinates (refer to SOP Employee Work Plan/Performance Evaluations for sanction classifications and additional duties);

N/A

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N/A

f. Use disciplinary sanction and non-punitive corrective action (refer to SOP Complaints Involving Department Personnel for sanction classifications and additional duties);

N/A

g. Ensure there is no retaliation for reports of misconduct;

h. Immediately document and report any policy violations to the Internal Affairs Professional Standards (IAPS) Division (refer to SOP Complaints Against Department Personnel for sanction classifications and additional duties);

i. Document and report any allegation or complaint of on the job harassment, including sexual harassment or discrimination, consistent with SOP Harassment/Sexual Harassment in the Workplace;

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j. Immediately assume command and stop any perceived inappropriate activity when they observe actions of any Department personnel which are unethical, in violation of applicable laws, or rights attributed by the United States Constitution, or which place other Department personnel or individuals in danger; and

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i. Failure to intervene may result in disciplinary action and/or criminal liability.

k. Initiate or recommend commendations when a subordinate's performance is extraordinary and far exceeds normal and customary adherence to employment responsibilities and submit it through the chain of command through the Internal Affairs (IA) web-based application.

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C. Use of Force

1. A supervisor shall:

N/A

a. Immediately intervene to prevent or stop unreasonable use force;

b. Categorize and review officer uses of force (refer to SOP Use of Force: Review and Investigation by Department Personnel for sanction classification and additional duties);

N/A

c. Review their officers' Uniform Incident Reports to ensure no boilerplate, canned, or conclusory language was used (refer to SOP Reports and Use of Force: Reporting by Department Personnel for sanction classifications and additional duties);

d. Use supervisory tools, including, but not limited to, the Performance Evaluation and Management System (PEMS) and OBRD footage;

N/A

e. Respond to uses of force incidents and conduct use of force reviews (refer to SOP Use of Force: Review and Investigation by Department Personnel for sanction classifications and additional duties);

f. Ensure the appropriate medical care is provided, as soon feasible, ensure use of force is correctly classified, ensure necessary notifications are made, and ensure any evidence is preserved and gathered and that all reports and forms are completed; and

g. Conduct timely use of force reviews that are consistent with policy and training, and ensure that the appropriate documentation is completed.

i. The quality of the supervisor's use of force reviews shall be considered during their performance evaluation.



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6 D. Community Involvement

1. A supervisor shall:

- a. Ensure their subordinates are working actively to engage the community and increase public trust and safety;
- b. Develop positive relationships with individuals within the community, community groups, the media, other law enforcement agencies and other public and private organizations; and
- c. Build community trust by applying problem/community-oriented policing strategies and engaging with community-based groups.

6 E. Training

1. A supervisor shall:

- a. Follow Department policies, directives, and training for effectively guiding and directing subordinates and promoting effective and ethical police practices; and
- d. Recommend a subordinate's temporary assignment to specialty units, when appropriate, for the purpose of imparting knowledge and allowing the subordinate to gain experience in the specialized unit.

6 3-14-5 **Acting Supervisors**

A. Department personnel who are temporarily up-graded to a position of a higher rank and shall:

1. Exercise the authority and perform the duties of such higher rank; and
2. Be held responsible in like manner as if regularly appointed to such a higher rank.

B. Department personnel shall not alter or countermand any order issued by the supervisor whose place they temporarily occupy, except when expediency demands.

C. A supervisor who assigns an officer to an acting sergeant position shall first ensure the officer has completed the Department provided initial first-line supervisor training.

D. Ensuring the officer is compliant with annual supervisor training requirements.

5 3-14-6 **Commanders, Deputy Commanders, and Lieutenants**

A. Commanders, Deputy Commanders, and Lieutenants shall:

1. Be responsible for close and effective supervision of subordinates under their command;



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2. Take corrective and/or disciplinary action for subordinate supervisors who demonstrate deficient supervision performance, consistent with SOP Discipline System, and shall document their performance, consistent with SOP Employee Work Plan/Performance Evaluations;

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3. Identify, document and report subordinate supervisors whose performance is extraordinary and far exceeds normal and customary adherence to employment responsibilities through the IA web-based application;

N/A

4. Ensure that all subordinates under their direct command comply with federal, state, and local laws (refer to SOP Personnel Code of Conduct for sanction classifications and additional duties);

5. Supervise all subordinates under their chain of command on any shift to which they are assigned to ensure accountability across the Department; and

6. Identify, document, report, and hold subordinates accountable for conduct, consistent with SOP Personnel Code of Conduct, SOP Complaints Involving Department Personnel, and all other applicable Department Standard Operating Procedures (SOP).

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3-14-7 Monthly Reporting

A. A supervisor shall obtain statistical information and other pertinent data from each area command/division and prepare a report each month.

1. A supervisor shall submit reports through their chain of command.

B. Submission of Monthly Reports from Area Commands

1. A supervisor shall use monthly reports that contain statistical information and other pertinent data from each area command for that month.

a. Data shall contain information up to the last day of each month.

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2. A supervisor shall use the following procedures and schedule shall apply for monthly reporting:

a. A supervisor shall use the Department's current data collection program and the Lieutenant's Monthly Checklist or the Sergeant's Monthly Checklist through the Department's SharePoint site to generate detailed reports for their subordinates and provide documentation detailing their activities; and

b. Reports shall be submitted no later than the tenth day of the next month.

C. Submission of Monthly Reports from Divisions and Specialized Units

1. A commander/division head shall set the monthly reporting requirements.



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2. The monthly reporting requirements shall be published in each division or the specialized unit's SOP.