



3-32 EMPLOYEE WORK PLAN/PERFORMANCE EVALUATIONS

Related SOP(s):

3-21 Scheduled and Unscheduled Leave

1-46 Field Training Evaluation Program

3-32-1 Purpose

The purpose of this policy is to set forth the expectations of APD personnel with respect to performance evaluations.

3-32-~~2~~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-~~3~~2 Definitions

A. Performance Document

The performance document is to be used by Department personnel, excluding recruit officers, to evaluate employee performance. Performance documents are not a form of discipline but are tools to effectively communicate expectations, perceptions, and concerns about employee performance.

B. Progress Reports

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

a. A quarterly basis

b. An annual basis

~~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~~

~~1. 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).~~

~~2. 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.~~

~~E. Performance Plan~~

~~1. 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~~

- 1. ~~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~~

- 1. ~~An employee's performance progress will be measured and evaluated in two ways:~~
 - a. ~~Throughout the year using performance checkpoints (3 during the year) where both the supervisor and employee record comments on progress, issues, and impediments.~~
~~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~~



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)~~ based on a standardized Department template, to assist in evaluating the work of supervised employees.
2. Each full-time employee, with the exemption exception of P2/C personnel in on-the-job training status, 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.~~ evaluate progress in meeting performance and career goals.
3. Performance documents ~~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;
 - ~~d.~~e. Commitment to ethical and objectively reasonable uses of force/shows of force; and
 - e.f. Commitment to constitutional and community policing.
4. At the initial review meeting, the direct supervisor and employee will review performance expectations and establish career goals for the year. ~~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.~~
- 4.5. 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 set or modify goals and initiatives for the upcoming quarter. These meetings will be scheduled quarterly during the annual evaluation period.
- 5.6. At the end of the annual evaluation period, the direct supervisor will complete the final Employee Work Plan performance document. Topics will include:



ALBUQUERQUE POLICE DEPARTMENT
ADMINISTRATIVE ORDERS

SOP 3-32

OPA Draft

- a. Results of the annual ~~Employee Work Plan~~employee evaluation just completed;
 - b. Accomplishments ~~and any modified initiatives;~~ and
 - c. Career counseling for advancement, ~~specialization, or training, as appropriate.~~
7. To ensure accurate and complete evaluation, supervisors are responsible for entering relevant events into an employee's performance document. These events should be entered in the performance document in a timely manner that is consistent with training. Relevant events include, but are not limited to, the following:
- a. Commendations and/or awards;
 - b. Use of Force incidents; and
 - c. Policy violations.
8. When inputting information pertinent for the review, the employee's direct supervisor will be responsible for checking EI Pro and all other available Department databases, to ensure the employee is accurately evaluated based upon all available information.
9. The direct supervisor's immediate superior will review each ~~Employee Work Plan~~employee's performance evaluation rating for timeliness, accuracy, completeness, fairness, and impartiality are required to approve or deny the ratings by the respective due date.
~~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.~~
6. ~~Employee Work Plans for direct supervisors will include the objective to complete Employee Work Plans for each subordinate in a timely and accurate manner.~~
10. Police cadets and recruit officers in On-the-Job Training (OJT) status will be evaluated using ~~the Academy and Training Officer Program forms~~tools provided by the Department's training academy Field Training Evaluation Program.
- 7.11. The direct supervisor and employee will review the performance document in quarterly review meetings. Documents shall be completed and submitted through Peoplesoft ePerformance by their checkpoint or annual due date. The Personnel Management Division will notify the appropriate Deputy Chief of all overdue performance documents.

B. Rating Period



1. The initial review meeting will take place within 30 days from the transfer date of personnel.
~~bid for Field Services Personnel, or within 30 days from the date of transfer to another assignment.~~
 2. 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.
 3. ~~All~~ APD employees, with the exception of those in OJT status, will use the ~~bid timeframe as the~~ established rating period in Peoplesoft.
- C. Training – Talent Management ~~On the Employee Work Plan~~
- ~~1. The~~ APD ~~p~~Personnel Management Division will be trained on performance evaluations. Additional training will be conducted for newly promoted personnel to the rank of sergeant and lieutenant to include acting sergeants. 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.~~
- D. Probationary and Newly-Promoted Employee Progress Reports – Sworn Employees
1. As part of the final Employee Work Plan, a Performance Progress Report will be completed as follows:
 - a. Quarterly reports, upon the completion of OJT for employees promoted to sergeant and lieutenant for the first year following promotion.
 - b. Quarterly reports, upon the completion of OJT for patrolman second class for the first year.
 - ~~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.~~
- E. Unsatisfactory Performance



ALBUQUERQUE POLICE DEPARTMENT
ADMINISTRATIVE ORDERS

SOP 3-32

OPA Draft

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 performance document 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 in the performance document.
2. Unsatisfactory work performance may include, but is not limited to the following:
 - a. Policy violations;
 - b. Failure to conform to work standards established for the person's rank, grade, or position;
 - c. Failure to perform job duties consistent with constitutional and community policing; and
 - d. Any other reason supported by facts that adversely affect performance.
3. 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 performance document. These remarks will not replace the appropriate IA referrals.

F. Review of Employee Work Plan Progress by Department Personnel

1. The manager assigned to the Personnel Management Division will review the progress of individual Employee Evaluations 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, Department personnel will notify the Area Commander and Deputy Chief to take appropriate corrective action.
2. It shall be the responsibility of the direct supervisor to review employees assigned to them in PeopleSoft on a monthly basis.
 - a. If employees are incorrectly assigned to a supervisor, the supervisor will immediately notify the Human Resources Division of the error.
 - i. The Human Resources Division shall reassign personnel to the correct supervisor within one calendar week.



ALBUQUERQUE POLICE DEPARTMENT
ADMINISTRATIVE ORDERS

SOP 3-32

OPA Draft

- b. In addition, supervisors will review employees assigned to them in PeopleSoft thirty (30) days prior to talent management checkpoints or annual reviews.
 - i. Supervisors will be responsible for notifying the manager of Personnel of any employees incorrectly assigned to them 30 days prior to a checkpoint or an annual review.
 - ii. The manager of Personnel will ensure these employees are assigned to the appropriate supervisor and that supervisor will be notified to complete the checkpoint.
 - iii. In the event personnel are transferred or promoted within thirty (30) days of a checkpoint or evaluation period, their supervisor will need to complete the evaluation and close out the check point and evaluation at the time of transfer or promotion.
- c. When employees are placed on restrictive duty or Temporary Duty Assignment (TDY), they shall not be reassigned. TDY's, ILD's, or similar temporary assignments cannot be updated in PeopleSoft (Job Data) which is the true source of record.
 - i. If an employee is on ILD or a TDY at the time of the checkpoint, the supervisor will consult with the employee's temporary supervisor and document this in the review.
- d. The direct supervisor shall transfer the documents of employees on military leave for more than 3 months to the Operations Review Lieutenant within 14 calendar days of starting military leave.
 - i. Personnel on military leave for three (3) or more months will be exempt from performance management for the duration of their leave.
- e. Employees on FMLA shall remain assigned to their direct supervisor in PeopleSoft. The supervisor will complete the checkpoint when it is due and indicate that the employee is on FMLA.
- e.f. If a supervisor is retiring, they shall ensure all personnel assigned to them are transferred to the supervisor or acting supervisor who will take command of the unit.
- g. The Watch Lieutenant will be responsible for ensuring this is completed.

E. Review of Employee Work Plan – All Employees

- ~~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.~~

~~F. 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.~~~~
- ~~3. 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.~~

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