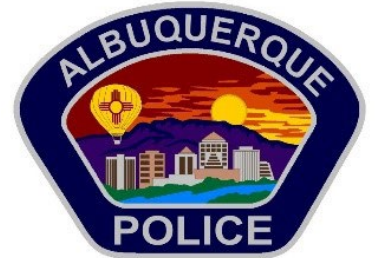


Albuquerque Police Department Supervision Measurements, 2023 Final Report



Prepared by:
Data Analytics Division
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Albuquerque Police Department (APD) supervisors effectively manage their subordinates by guiding, training, and mentoring them, or by initiating the disciplinary process when necessary. APD supervisors may proactively identify a need for professional improvement and initiate a performance assessment and monitoring plan to build the skills needed to serve the people of Albuquerque. APD also uses an Early Intervention System (EIS) that uses data to identify officers who use more force or have more misconduct than their peers and in response to every alert, supervisors conduct an assessment. Supervisors also initiate the disciplinary process by submitting an Internal Affairs Request (IAR). This report shows the number of potential policy violations reported by supervisors through IARS for further investigation in the disciplinary process.

Identification and Responses to Performance Issues

There are two types of assessments related to the Early Intervention System known as Command Initiated Assessments and Data-Driven Assessments. Command Initiated Assessments are supervisor initiated performance evaluations that are used by supervisors and the chain of command to proactively address performance issues. Data-Driven Assessments are supervisory performance evaluations conducted whenever an officer is alerted as actionable or advisable by the peer-group analysis in the Early Intervention System. Both assessment types require a supervisor to evaluate an officer's performance which may lead to developing a monitoring plan. Monitoring plans are the performance improvement processes which ensure officers are successfully meeting the requirements of their job.

Command-Initiated Assessments

When supervisors identify a performance issue with an employee, they are able to start an assessment and evaluation process called a Command Initiated Assessment. The assessment and monitoring plan must be approved by a Commander or above prior to beginning the plan.

In 2023, 47 Command Initiated Assessments were started. Of these, 44 (93.6%) led to a monitoring plan aimed at improving performance. Out of these 44 monitoring plans:

- Twenty-eight were in progress when this report was published
- Ten personnel successfully completed the monitoring plans;
- Five were closed as “Not Improved.” One resigned and four were transferred to another unit where they were more likely to succeed;
- One was administratively closed due to the Area Commander determination that the officer had completed training which addressed the pattern identified in the assessment.

Data-Driven Assessments

Data-Driven Assessments are prompted by alerts from APD's EIS. The EIS measures 26 indicators related to use of force, internal affairs investigations, vehicle crashes, and vehicles pursuits. Officers are compared to their peers based on rank, assignment, and years of service.

Indicators can be within peer group norm, elevated, or high. Elevated indicators are those where the officer is one (1) standard deviation above his or her peers. High Indicators, are those where the officer is two (2) standard deviations above their peers.

For an officer to be eligible to be flagged, twenty five percent (25%) of indicators must be considered elevated or high. This means, with APD's current number of indicators in place, seven (7) out of twenty six (26) indicators must be considered elevated or high before an officer is a candidate for being flagged by the EIS. An officer would receive an Advisable Alert when fifty percent (50%) to seventy-four (74%) of elevated or high indicators are categorized as high. An Actionable Alert occurs when seventy-five percent (75%) or more of the elevated or high indicators are high.

In 2023, there were 97 Data-Driven Assessments, 34 (35%) for Actionable Alerts and 63 (65%) for Advisable Alerts. Of these, 75 (77%) assessments examined use of force as a factor leading to the alert to determine whether the supervisor saw any performance issues related to use of force. 22 of the 97 (23%) assessments identified areas for improvement in officer performance. Seven (7.2% of all assessments) officers were placed on formal monitoring plans following the EIS alert. Out of these seven monitoring plans:

- Three were successfully completed.
- Two were not successful due to the officers leaving the department.
 - One officer resigned from the department.
 - One officer retired from the department.
- Two were still in progress at the time when this report was published.

Initial Identification of Policy Violations

Any time APD personnel know of a policy violation, they are required to report it within 24 hours using an IAR (See: **SOP 1-1 Personnel Code of Conduct**). In 2023, there were 1,042 IARs generated. Of these, 205 (19.7%) were submitted by the direct supervisor of one or more of the named personnel. 645 personnel (sworn officers and professional staff) were named in IARs during 2023.

Each IAR lists potential violations of standard operating procedures for further investigation by APD's Internal Affairs divisions. The total allegations are shown for each alleged policy violation in Figure 1. 254 (16.8%) potential violations of SOP identified in IARs were submitted by an officer's direct supervisor and 81 (5.4%) were submitted by another person in their chain of command (e.g. a Commander in the officer's Bureau). Other IARs were submitted by Internal Affairs Force Division, Performance Metrics Unit, and other sources in the Department (Outside Officer's chain of command).

Number of Internal Affairs Request Allegations by SOP and Source

Alleged SOP Violated	Direct Supervisor	Other in Chain of Command	Outside Chain of Command	Alleged SOP Violated	Direct Supervisor	Other in Chain of Command	Outside Chain of Command
SOP 1-1	90 (22.2%)	24 (5.9%)	292 (71.9%)	SOP 2-47	3 (37.5%)		5 (62.5%)
SOP 1-19	1 (100.0%)			SOP 2-48			1 (100.0%)
SOP 1-26		2 (100.0%)		SOP 2-5	11 (21.6%)	2 (3.9%)	38 (74.5%)
SOP 1-35			2 (100.0%)	SOP 2-52		3 (2.7%)	108 (97.3%)
SOP 1-48			2 (100.0%)	SOP 2-54	7 (18.9%)	1 (2.7%)	29 (78.4%)
SOP 1-5		1 (20.0%)	4 (80.0%)	SOP 2-55	1 (5.9%)		16 (94.1%)
SOP 1-59			1 (100.0%)	SOP 2-56	1 (1.0%)	2 (1.9%)	100 (97.1%)
SOP 1-6	1 (50.0%)		1 (50.0%)	SOP 2-57	2 (3.6%)	8 (14.5%)	45 (81.8%)
SOP 1-62		1 (9.1%)	10 (90.9%)	SOP 2-58			1 (100.0%)
SOP 1-66			2 (100.0%)	SOP 2-6	1 (100.0%)		
SOP 1-78		1 (100.0%)		SOP 2-60	4 (10.8%)	9 (24.3%)	24 (64.9%)
SOP 1-80			1 (100.0%)	SOP 2-64			1 (100.0%)
SOP 1-87			6 (100.0%)	SOP 2-65			3 (100.0%)
SOP 1-92		1 (100.0%)		SOP 2-68		1 (33.3%)	2 (66.7%)
SOP 1-94	12 (75.0%)	1 (6.3%)	3 (18.8%)	SOP 2-7			5 (100.0%)
SOP 2-1	1 (10.0%)	1 (10.0%)	8 (80.0%)	SOP 2-70	1 (100.0%)		
SOP 2-10			1 (100.0%)	SOP 2-71	1 (8.3%)		11 (91.7%)
SOP 2-100			2 (100.0%)	SOP 2-72	2 (50.0%)		2 (50.0%)
SOP 2-105			1 (100.0%)	SOP 2-73	3 (16.7%)	1 (5.6%)	14 (77.8%)
SOP 2-16	7 (30.4%)	2 (8.7%)	14 (60.9%)	SOP 2-76	2 (50.0%)		2 (50.0%)
SOP 2-19		1 (12.5%)	7 (87.5%)	SOP 2-78	4 (44.4%)		5 (55.6%)
SOP 2-2		1 (100.0%)		SOP 2-8	56 (18.1%)	14 (4.5%)	240 (77.4%)
SOP 2-20		1 (14.3%)	6 (85.7%)	SOP 2-80	6 (54.5%)		5 (45.5%)
SOP 2-25			1 (100.0%)	SOP 2-82	2 (9.5%)		19 (90.5%)
SOP 2-29			1 (100.0%)	SOP 2-83			1 (100.0%)
SOP 2-3	1 (25.0%)		3 (75.0%)	SOP 2-85			2 (100.0%)
SOP 2-31			1 (100.0%)	SOP 2-9	2 (40.0%)		3 (60.0%)
SOP 2-34	4 (100.0%)			SOP 2-92			2 (100.0%)
SOP 2-38	1 (100.0%)			SOP 2-93			5 (100.0%)
SOP 2-41	1 (100.0%)			SOP 3-14	1 (3.7%)	1 (3.7%)	25 (92.6%)
SOP 2-42	1 (33.3%)		2 (66.7%)	SOP 3-17	3 (23.1%)		10 (76.9%)
SOP 2-45	5 (38.5%)		8 (61.5%)	SOP 3-20	2 (100.0%)		
SOP 2-46	1 (50.0%)		1 (50.0%)	SOP 3-21	2 (22.2%)		7 (77.8%)
SOP 2-47	3 (37.5%)		5 (62.5%)	SOP 3-25	3 (18.8%)		13 (81.3%)
				SOP 3-30		2 (11.8%)	15 (88.2%)
				SOP 3-32			14 (100.0%)
				SOP 3-33			1 (100.0%)
				SOP 3-41	8 (30.8%)		18 (69.2%)
				SOP 3-42			1 (100.0%)
				Missing Directive	0 (0.0%)	0 (0.0%)	4 (100.0%)
				Grand Total	254 (16.8%)	81 (5.4%)	1,177 (77.8%)

Figure 1: Total Allegations and Initial Identification

All IARs are evaluated in accordance with SOP 3-46. See the [Internal Affairs Professional Standards 2023 Annual Report](#) for the results of disciplinary investigations in 2023.