



ALBUQUERQUE POLICE DEPARTMENT  
ADMINISTRATIVE ORDERS

SOP 3-9

Effective: 05/16/16 Expires: 11/12/16 Replaces: 07/21/14

### **3-9 SUPERVISORY LEADERSHIP**

#### **3-9-1 Purpose**

It is the purpose of this policy to provide APD sworn and non-sworn personnel with guidance associated with the roles and duties of supervisors.

#### **3-9-2 Policy**

Leadership is a critical aspect of Constitutional policing. Indeed, leadership is the key component of an effectively run organization. The Chief and Command staff set the tone, provide the vision and instill motivation for all subordinates. They provide the department with overall leadership and a view of the future. They establish appropriate goals and objectives for a professional, highly efficient and well-run police department. The tenor and tone set by the Chief and Command staff provide the framework for achieving success.

Their leadership is, of necessity, indirect as they do not provide day-to-day supervision of police personnel. Although indirect, unless there is the clarity of vision, and leadership by example, the department cannot flourish and achieve the goals set out in the department's mission statement, vision statement and statement of core values.

Unless each level of supervision at every level of the chain of command, and each sworn officer is invested in the department's Mission statement, vision, core values as well as the directives, policies, procedures and plans as envisioned by the Chief of Police and Command staff, change is not possible.

The First Line Supervisors, the sergeants, are the true hands-on managers. Their leadership role is integral and critical to the operation of an effectively run and efficient police department that upholds and protects public safety and the constitutional rights of the individuals it serves. First Line Supervisors are an integral part of the management structure and are primarily responsible for ensuring adherence to policy and procedures. They carry out their responsibilities in an effort to provide a safe, secure community where the rights of all individuals are protected.

The sergeant has direct contact with and supervision over his or her line officers. It is this First Line Supervisor who ensures accountability and performance objectives and who monitors adherence to departmental procedure and policy. It is this First Line Supervisor who instills core values and promotes professionalism and high ethical behavior to the line officers. The First Line Supervisor conveys and exemplifies the department's mission statement, vision and core values to the line officers under supervision.

It is Department policy to delegate responsibility to supervisors for the proper direction, effectiveness, and efficiency of personnel assigned to them.



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**3-9-3 Definitions**

A. Supervisor

A supervisor is a departmental employee who manages, leads and directs the activities of personnel assigned to him or her. Supervisors will determine subordinates' adherence to all directives, policies and procedures; review performance and make recommendations based on such review; will assign duties and responsibilities, and supervise and train subordinates.

B. First Line Supervisors

Are sergeants who are direct supervisors of line officers.

C. Chain of Command

Means that each employee is responsible to a superior officer of the next highest rank and responsible for those of a subordinate rank.

**3-9-4 Procedures**

A. A supervisor, regardless of the level of supervision, will:

1. Obey, support and carry out all directives, policies, procedures and plans established by the Chief of Police.
2. Enforce and apply all directives, policies and procedures applicable to that supervisor's area of responsibility in full accordance with Constitutional protections for individuals.
3. Act as a liaison or intermediary between those above and below them in the chain of command, and transmit information, directives, orders and communications as necessary.
4. Establish and promote professional, ethical and lawful behavior from their subordinates.
5. Instruct, advise, coach and mentor subordinates in the performance of their duties.
6. Evaluate subordinates for effectiveness, efficiency and adherence to directives, policies and procedures, the department's mission statement, vision and core values, Constitutional standards as well as federal state and municipal law. Document and report conduct not in compliance with law or policy. Take steps necessary to improve the subordinate's performance.



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7. Convey a sense of pride and professionalism to all subordinate officers.
8. Hold accountable those subordinates who persist in failing to carry out directives, policies, procedures and plans established by the Chief of Police, the Constitution or the laws of the state or municipality.
9. Initiate or recommend commendations when a subordinate's performance is extraordinary and far exceeds normal and customary adherence to employment responsibilities.
10. Initiate or recommend disciplinary action when a subordinate's performance significantly departs or deviates from the directives, policies, procedures and plans established by the Chief of Police, or constitutes a violation of federal, state or municipal law.
11. Maintain accurate monthly records of a subordinate's work related activities.
12. Recommend a subordinate's temporary assignment to specialty units, when appropriate, for the purpose of giving the subordinate knowledge and allowing the subordinate to gain experience in the specialty unit.
13. Identify any subordinate's training deficiencies, and require training or retraining as necessary using the APD Mandatory Training Recommendation Form.
14. Ensure that subordinates attend mandatory semiannual community meetings which are open to the public, such as the Community Outreach and Public Information Program. Record and maintain records of subordinates' attendance at such meetings.
15. Address and respond to areas of community concern that may be raised at such meetings, and record any reported issue or area of concern on monthly reports.
16. Review, and forward as appropriate any reports or documents prepared by subordinates.
17. Review and report all arrest reports for any subordinate within the area of the supervisor's area of authority.
18. Document and report any allegation or complaint of on the job harassment (including sexual harassment) or discrimination to the Departments EEO Complaint Coordinator.



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B. Uses of Force

For all known uses of force, supervisors will report to the scene of any use of force in order to report and document the use of force, classify the use of force, and investigate where appropriate, in accord with the Use of Force Reporting and Supervisory Investigation Requirements SOP, 2-54.

C. On Body Recording Devices

Supervisors will comply with the On Body Recording Devices SOP 1-39 and ensure that all officers under their command have appropriate equipment and comply with the policy as well. Supervisors will inspect recording devices used by their officers at least monthly to ensure functionality, and will requisition repair and replacement as necessary if devices are not functioning properly. Supervisors will review recordings for any subordinates involved in a use of force, injury, show of force, or foot pursuit. Supervisors will also review any recordings of a subordinate that are the subject alleged misconduct reported to that supervisor. In addition, supervisors will review at least two other recordings per month from each assigned individual and incorporate any knowledge gained from all of these reviews into ongoing evaluation and supervision. Supervisors shall make a note on the monthly inspection form, if positive feedback and/or training opportunities arise during the reviews

**3-9-5 Shift Changes**

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The oncoming supervisor is responsible for monitoring calls at the start of assigned shift so as to ensure that oncoming officers respond to all priority one calls for service. Briefings are not a justifiable reason to fail to respond to priority one calls.