



King County Sheriff's Office
Performance Appraisal

Table with 3 columns: Employee Name: John Urquhart, Serial Number, Date of Appraisal: 10/30/2010; Rater's Name: Sue Rahr, Rater's Serial No.: 08300, Rating Period from 10/01/2009 to 09/30/2010

Type of evaluation: [ ] Probationary [x] Annual [ ] Other

Job Classification: Sergeant
(E.g. Deputy, PPMI, ASII)

In this area describe the employee's current assignment and responsibilities (Patrol @ Pct. 3; Sergeant @ CID; Latent Print Examiner) :
Public Information Officer

In this area describe the employee's ancillary duties and assignments (PAT member, HNT; etc):

In this area describe the rater's interaction with the employee (amount of time working together during this period; direct supervisor or off site, etc.): I work with John on a daily basis

Following are competencies that should be evaluated. Comments are required for all ratings.

1. LEADERSHIP:
Rating: [ ] Needs improvement [ ] Meets standards [x] Exceeds Standards
Comments: I will describe your leadership in two distinct arenas: internal to the Sheriff's Office and external with the media. Internally, you are one of the THE most influential people in the organization...

- Needs Improvement: Fosters a negative work environment through criticism of department, policies and procedures; lacks vision or motivation.
Meets Standards: Employee contributes to the improvement of the work environment, strives to see the positive aspects of decisions and supports goals of the department.
Exceeds Standards: Employee is easily identified as a leader in their work area, professional, knowledgeable, forward thinking and positive.

2. PROFESSIONALISM:
Rating: [ ] Needs improvement [ ] Meets standards [x] Exceeds Standards
Comments: As mentioned above, you have demonstrated a consistent record of being honest and trustworthy. That reputation reflects in a very positive way on the entire organization.

transparency in government. You truly value the critical role the media plays in maintaining a healthy democracy. Your values are very clear to those who work with you.

- Needs Improvement

Is not reliable and does not take responsibility for own actions. Is not forthright in interactions with the public and co-workers. Cannot be trusted with confidential or sensitive information.

- Meets Standards

Does the right thing, adhering to both the spirit and letter of the law. Conscientious and reliable, maintains a sense of responsibility for own actions. Ability to maintain an honest approach in all dealings. Behaves in accordance with department and King County ethics rules. Demonstrates integrity in day-to-day behavior; keeps sensitive information confidential.

- Exceeds Standards

Consistently acts in ways that bring honor to the department and the profession and builds trust, confidence and respect to the communities and people we serve. Behaves in accordance with department and King County ethics rules. Displays honesty that is above reproach. Accepts responsibility for own actions; always maintaining ethical principles and telling the truth, regardless of consequences; displaying uncompromising values.

### 3. SERVICE:

Rating:  Needs improvement  Meets standards  Exceeds Standards

Comments: On many occasions you've made yourself available to other organizations to provide training, assist with difficult media situations, and provide insight into public events. A couple that are most memorable include your assistance to a Sheriff's Office in Idaho that was deluged with wildfires. You have become a regular during televised police memorial services because of your respectful and insightful commentary of the events. You are a frequent guest speaker in college classes and even provided two very well-received classes at a recent WACO conference...although I suspect a round of golf may have been involved. :)

- Needs Improvement

Finds excuses not to provide requested services, impatient or discourteous with the public on occasion, rarely goes out of their way to perform an extra effort. Performs minimum work. Unnecessary delay in providing services.

- Meets Standards

Routinely handles interactions with the public and others politely and respectfully, provides timely responses and thinks of customer needs as a priority, meets service requests and expectations.

- Exceeds Standards

Quickly develops a positive approach and rapport with public and other agency peers, is always respectful and helpful, seeks resolution of problems. Makes self available to provide service. Frequently exceeds service requests and expectations

### 4. TEAMWORK:

Rating:  Needs improvement  Meets standards  Exceeds Standards

Comments: Almost everything you do requires input and cooperation from other members of the organization. You have developed strong working relationships in particular with Major Crimes and they appreciate your sense of being on the team and appropriately protecting investigative information. You are also the key member of our "three person team" when I need to develop messaging around various Sheriff's Office issues. You are candid in your editing and feedback and are very good at representing an opposing point of view...in fact sometimes I think you enjoy that just a little too much!

- Needs Improvement

Demonstrates inadequate skills in working with co-workers or other agency personnel. Occasionally uncooperative and/or discourteous with co-workers or other agency personnel. Has difficulty working with some co-workers. Causes friction in work relationships.

- Meets Standards

Works in cooperation with others to achieve a desired result, works in partnership with citizens, co-workers and supervisors. Avoids unnecessary conflict. Maintains an average or above average working relationship with most co-workers and other agency personnel. Cooperative, courteous, and understanding in most work situations. Creates a constructive climate for teamwork, allows others to express their opinions. Works with others well enough to get the job done. Willing to listen and participate as a team member.

- Exceeds Standards

Shows exceptional skill in working with all co-workers and other agency personnel. Routinely works with others in a positive team approach to problem solving and work assignments, always willing to assist others, expresses opinions in a positive manner. Cooperative, courteous, and understanding, even in difficult situations. Willing to put aside immediate needs in favor of the overall team objective.

## 5. COMMUNICATIONS:

Rating:  Needs improvement  Meets standards  Exceeds Standards

Comments: Of course your are an excellent communicator and I depend heavily on your advice and assistance on a frequent basis. You go beyond just conveying information in an understandable way. You have a extraordinary sense of the message that is being transmitted. I can't count the number of times you have taken my well-intentioned but awkward prose and edited them into a message that would not only convey information, but do it in a way that has credibility. Your greatest internal accomplishment in communication has been the KCSO E-News. That publication is one-of-a-kind and completely of your creation. With it, you have achieved what no other leader in my 31 years of experience has been able to do...put out information that cops look forward to and trust. You have reached the perfect balance of serious and honest information with just right amount of humor and irreverence. (OK, maybe a few times you've crossed the line on irreverence...) There is no other method of informtion sharing in all of KCSO that has the same avid readership. In addition to being a valuable method of sharing information, KCSO E-News has done an incredible job of creating a sense of connection between our 1000+ employees.

- Needs Improvement

Communicates with others reluctantly, does not respond to requests for information in a timely manner, fails to communicate with supervisor, gives incomplete instructions to team members, written information needs improvement. Writing is poor, with errors in grammar and sentence structure. Written materials often need correction.

- Meets Standards

Communicates clearly and constructively, respects the opinions of others, listens attentively, gives clear instructions, demonstrates tact and diplomacy. Understands the appropriate style of communication for the situation. Written skills include good understanding of English, grammar, sentence structure. Writing is clear and concise. Materials seldom require follow up or correction. Effectively relays and interprets information and viewpoints with verbal, nonverbal, written and electronic communications.

- Exceeds Standards

Addresses supervisors, co-workers and the public in a positive and constructive way. Shows outstanding ability to relay and interpret information and viewpoints with verbal, nonverbal, written and electronic communications. Respects the opinions and ideas of others, encourages expressions of differing views and keeps an open mind, and be relied upon to deliver a difficult message, seeks to resolve problems through effective communications. Excellent written skills, clear responsive answers, good use of grammar, spelling, sentence structure. Materials rarely needs correction or follow up.

## 6. SEEKS TO IMPROVE PERFORMANCE:

Rating:  Needs improvement  Meets standards  Exceeds Standards

Comments: I know it's a challenge when you're practically perfect, but I do appreciateit when you look at other opportunities to get information out to the public. You've been patiently waiting for us to bring in a tech person to help us find other methods and hopefully that will happen in the upcoming year.

- Needs Improvement

Will not accept constructive criticism, requires close supervision and direction. Does not work to keep relevant skills and knowledge current. Performs only the minimum to complete job. Does not seek training or improve job skills.

- Meets Standards

Employee accepts criticism and feedback. Employee regularly seeks to improve performance, works to keep skills and knowledge current. Learns new procedures quickly, regularly seeks training and new assignments to advance skills and learn new procedures and methods.

- Exceeds Standards

Employee solicits input and critiques to improve performance. Learns and benefits from the feedback. Seeks superior knowledge of subject matter on a frequent basis, up to date on current methods, practices and procedures, regularly seeks training and new assignments to improve and learn new skills, considered by others as an authority or subject matter expert.□

## 7. POLICIES AND PROCEDURES:

Rating:  Needs improvement  Meets standards  Exceeds Standards

Comments: You are diligent at staying abreast of the various legal requirememnts for sharing, or not sharing, police information with the public. This is a comlicated area open for interpretation. You also do a very good job of advising the media of police procedures when they come into question.

- Needs Improvement

Employee is not familiar with KCSO policies and procedures. Employee is not familiar with requirements for current assignment or organizational goals.

- Meets Standards

Employee is familiar with KCSO policies and procedures and s familiar with requirements for current assignment or organizational goals.

- Exceeds Standards

Employee is fully versed in KCSO policies and procedures, makes effort to understand them and implement them. Is familiar with requirements for current assignment, the policies and procedures for subordinates and larger organization. Employee is familiar with relevant King County, state and federal policies affecting current assignment or organizational goals.

**NEXT QUESTION ONLY FOR SUPERVISORS WHO COMPLETE PERFORMANCE APPRAISALS**

<b>8. EVALUATING SUBORDINATES:</b>		
Rating:	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards
	<input type="checkbox"/> Exceeds Standards	
Comments: N/A		

- Needs Improvement. Evaluations are not complete, are not timely and do not frankly address areas of strength or weakness. Evaluations do not contain any constructive or useful feedback to employee. Ratings are the same for all employees. Supervisor has not been communicating regularly throughout the rating period with subordinate. Supervisor does not work with subordinate to create meaningful goals for the upcoming review period.
- Meets Standards. Evaluations are done on time, are complete. Evaluations list goals for subordinate that are appropriate for assignment. Familiar with career goals of subordinates. Supervisor meets occasionally with subordinates to give feedback.
- Exceeds Standards. Evaluations are done on time, are thorough and objective. Supervisor meets regularly throughout the rating period to give feedback to subordinate employees. Monitors and encourages high performance in subordinates, sets effective goals. Works with employees to improve areas of weakness and suggest processes for improving skills that need improvement. Counsels subordinates and inspires them to meet performance goals and fulfill their potential.

Yearly vehicle inspection completed?	<input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No	Inspection Date: _____	<input type="checkbox"/> N/A
Personal Information Updated?	<input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No		
Annual Inventory Completed?	<input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No	Inspection Date: _____	
ACCESS Certification Current?	<input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No	Inspection Date: _____	<input type="checkbox"/> N/A

List required and optional certifications acquired in this period along with training attended: (list here or attach training list from ATU)

Goals for upcoming review period: You haven't received an evaluation since Clinton was in office and I think it's safe to say that a history book could be written about the trials and tribulations you've shepherded us through as the media face of the Sheriff's Office. You have been instrumental in upholding the good reputation of the office even during times of intense scrutiny and criticism. You've honed your political radar and firmly established a strong and trusting relationship with area media. I'm very pleased and appreciative of all you've done and frankly, I want you to keep doing it! Eventually we'll get some whiz bang, tech savvy kid in here to work with you on getting information out through other methods. It will be fun and challenging to experiment and I'll rely on you to oversee and coordinate what goes out. It's also critical that you maintain the KCSO E-News, especially in the upcoming year of massive change. That small publication has become the glue that is keeping the organization together through these rough times. I can't thank you enough for having the foresight to create it, but especially for being able to come up with relevant, interesting, and entertaining topics, week after week. I don't know how you do it but I'm very grateful that you do! Most of all, thank you for your loyalty and dedication to me and to the entire organization. I know that a great deal of my reputation inside the Sheriff's Office and with the community is the result of your guidance and advice. I deeply appreciate it and won't forget it.

<p><b>I have read this report, and the rater has discussed the contents with me.</b>          Signing this form does not necessarily constitute agreement with the conclusions of the rater</p>	
Employee Signature: _____	Date Received: _____

I accept this report as written

I wish to appeal this report per G.O.M. 3.04.030.

Employee comments (additional pages may be attached if desired):

Rater's Signature: \_\_\_\_\_

Date Appraisal Delivered: \_\_\_\_\_

Manager's Signature: \_\_\_\_\_

Date Appraisal Reviewed: \_\_\_\_\_

Manager's Comments (additional pages may be attached if desired):

Chief's Signature: \_\_\_\_\_

Date Appraisal Reviewed: \_\_\_\_\_

Chief's Comments (additional pages may be attached if desired):