



King County Sheriff's Office
Performance Appraisal

Table with 3 columns: Employee Name: John Urquhart, Serial Number, Date of Appraisal: 09/30/2011; Rater's Name: Sue Rahr, Rater's Serial No.: 08300, Rating Period from 10/01/2010 to 09/30/2011

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: You have continued to demonstrate the most consistent and reliable informal leadership of anyone in KCSO. Members, both civilian and sworn, of all ranks, routinely turn to you for advice and guidance on a broad range of issues. While rarely hesitant to share your opinion, you have the integrity not to inappropriately steer people toward your preferences rather than your expertise. Strong leaders influence people in a variety of ways. You have influenced more people in more ways than anyone I've ever worked with. Through the KCSO eNews, you continue to strike the perfect balance between information sharing, entertainment, and team building. I continue to marvel at your ability to recognize which issues need to be covered and which to let go, or handle individually. When we have a significant event, supervisors and managers from all over the organization call you for advice. I often call you for an assessment that I can rely on.

- Needs Improvement: Fosters a negative work environment through criticism of department, policies and procedures; lacks vision or motivation. Fails to see the overall mission of the department, focuses on a narrow scope of issues. Requires regular supervision.
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. Maintains professional standards. Encourages subordinate employees and encourages a positive atmosphere and safe workplace, accepts feedback and takes corrective action, requires little direction or motivation.
Exceeds Standards: Employee is easily identified as a leader in their work area, professional, knowledgeable, forward thinking and positive. Encourages employee development. Confident, loyal, dedicated to public service. Accepts responsibility and strives for improvement, is accountable and decisive. Accepts new challenges; adapts well to change. Creates and employs excellent skills and methods for providing law enforcement services. Excels in professional standards. Exhibits maturity, decorum and poise in all situations. Participates in activities outside the department representing public service and law enforcement. Self motivated and motivates others. Inspires confidence and respect of department personnel.

2. PROFESSIONALISM:
Rating: [] Needs improvement [] Meets standards [X] Exceeds Standards
Comments: In your last evaluation, I shared that I frequently hear from other media professionals about their high regard for you and the way you handle business. I thought I had gained a full appreciation for the depth of that regard. But when you announced that you would soon be leaving the Sheriff's Office, the members of the media did something I've never seen before, and I don't expect to see again. Television, radio, the print media ALL did some type of tribute to your career! This outpouring is unprecedented and speaks greater volumes than I can about the level of your professionalism.

- 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: <input type="checkbox"/> Needs improvement <input type="checkbox"/> Meets standards <input checked="" type="checkbox"/> Exceeds Standards
Comments: You continue to demonstrate a high degree of commitment to serving not only the community, but also to MRO's and PIO's who are struggling with difficult challenges. Although you try to project a tough image, you never hesitate to drop what you are doing and offer to help - even with those people who probably don't deserve it...

- 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: <input type="checkbox"/> Needs improvement <input type="checkbox"/> Meets standards <input checked="" type="checkbox"/> Exceeds Standards
Comments: You continue to conduct yourself as the spokesperson for a team, always going to great lengths to ensure that everyone is recognized for their contributions. You maintain a high level of trust on a variety of issues, including sensitive personnel information and highly confidential criminal investigations. You've earned the trust of the entire organization.

- 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: <input type="checkbox"/> Needs improvement <input type="checkbox"/> Meets standards <input checked="" type="checkbox"/> Exceeds Standards
Comments: You have honed your skills in this area to such a degree that I can't decide if your greater strength lies in the content or delivery of your message. You are able to take a large body of complex information and cull it down to the key highlights, then deliver it with just the right tone and inflection. Some might incorrectly call this

spin. But that term implies an intent to mislead and that's not what you do. Quite the opposite - you masterfully guide the listener, or reader, to the right conclusion about information that could easily be misinterpreted or twisted. I think this is the key to why you are so respected by the media. You don't "spin" the information. You deliver it with credibility in such a way that it can't easily be twisted.

- 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 appreciate it 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 explore other ways to get our message out. But the continuously declining budget has slowed that down.

- 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 requirements for sharing, or not sharing, police information with the public. This is a complicated 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

8. EVALUATING SUBORDINATES:

Rating: Needs improvement Meets standards 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: <u>10/21/10</u>	<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: <u>10/21/10</u>	
ACCESS Certification Current?	<input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No	Inspection Date: <u>4/6/12</u>	<input type="checkbox"/> N/A

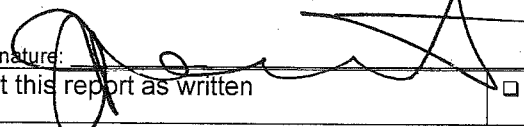
List required and optional certifications acquired in this period along with training attended: (list here or attach training list from ATU)

Goals for upcoming review period: You are leaving the Sheriff's Office with an unparalleled legacy for which you should be extremely proud. You steered us through the exciting and challenging times of the culmination of the Green River investigation. Then you navigated us through the horrible depths of Seattle PI's endless assault on our integrity and credibility. Our current positive reputation in the community speaks directly to your skillful and passionate defense of the good people we work with and your personal integrity.

I know that most of the positive reputation I enjoy as an elected official and the leader of the Sheriff's Office is the result of your guidance and advice and the way you have delivered our message. I will be forever grateful for this.

I don't know what the next chapter of your life will be, but any person or organization would be very lucky to have you as part of their team.

"Happy Trails..."

<p>I have read this report, and the rater has discussed the contents with me. Signing this form does not necessarily constitute agreement with the conclusions of the rater</p>	
Employee Signature: 	Date Received: <u>10/13/11</u>
<input checked="" type="checkbox"/> I accept this report as written	<input type="checkbox"/> 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: [Signature] Date Appraisal Delivered: 10/14/11

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):

