



**Garry E. Lucas**  
*Sheriff*

**Mike Evans**  
**Chief Criminal Deputy**

May 27, 2004

John Horch  
Clark County Sheriff's Office  
Hand Delivered  
**Probation Release from Enforcement Sergeant - Involuntary Demotion**

Sergeant John Horch,

This letter is written notice of your probationary release from the position of Enforcement Sergeant with the Clark County Sheriff's Office effective today, May 27, 2004. As per our conversation, you are not meeting performance standards required for the Enforcement Sergeant position.

You have reinstatement rights to your previous appointment as a Deputy Sheriff II. In considering this involuntary demotion your rate of pay will be Step 6 - \$28.67/ hourly. No changes to the existing benefits will be necessary. Your seniority as a Deputy Sheriff II will be reinstated with an adjustment for time in classification per the Deputy Sheriff Guild Contract, Article 15.1.1. The prior seniority date of 11/29/89 was adjusted forward by 361 days for the duration of probation time as an Enforcement Sergeant. Your new seniority date will be reflected as 11/25/90.

Based on the involuntary demotion you have shift bidding rights for your transition back to regular patrol as a Deputy Sheriff II.

Please return all items issued that pertains to the rank of Enforcement Sergeant to Property Manager, Dave Beeman, by next Tuesday, June 1, 2004. If you have questions regarding your property list you may contact Mr. Beeman at 360-397-2038.

Respectfully,

  
Mike Evans  
Chief Criminal Deputy

Personnel File, Mike Evans, Dave Beeman, Mark Makler

707 W 13th St., PO Box 410, Vancouver, WA 98666

Phone: 360-397-2211 / Fax: 360-397-2367



Garry E. Lucas  
Sheriff

## CLARK COUNTY SHERIFF'S OFFICE NOTICE OF EXCEPTION

Issue Date: 02/08/05

Custody                       Enforcement                       Support

Employee Name: JOHN HORCH                      Squad/Unit: WEST DAYS A

**Disciplinary Action**

COMPLETION DATE: **MARCH 15, 2005**

Statement of specific discipline to be imposed:  
**94 hour suspension (8 work days) to be completed by use of 47 hours unpaid leave and the option to use PDO/Comp to satisfy the other 47 hours if requested.**

**\*\*SGT/SUPV COMPLETE SHADED AREA PLEASE\*\***

Please complete information below and sign. Then forward to CCSO Payroll:

\_\_\_\_\_ Hour(s)  Deducted     Scheduled as PDO are reflected on the date(s) of: \_\_\_\_\_  
\_\_\_\_\_ Hour(s)  Deducted     Scheduled as Comp are reflected on the date(s) of: \_\_\_\_\_  
\_\_\_\_\_ Hour(s)                       Scheduled as **UNPAID** are reflected on the date(s) of: \_\_\_\_\_

SIGNATURE SGT/SUPV                      PSN                      DATE                      EMPLOYEE                      PSN

**Administrative Leave** effective STARTING:                      ENDING:

Authorization given by:

Critical Incident     IA (*Issues: safety, criminal, or impede investigation.*)     OIS (*Officer Involved Shooting*)  
 Other \_\_\_\_\_

PAYROLL CONFIRMATION DATE: \_\_\_\_\_ PAYROLL: \_\_\_\_\_

**FOLLOWING COMPLETION OF PAYROLL ACTION - RETURN FORM TO CCSO PERSONNEL**



**Garry E. Lucas**  
*Sheriff*

March 10, 1995

Deputy John Horch  
Clark County Sheriff's Office  
Vancouver, Washington

Re: Enforcement Branch Review Board Results - February 22, 1995  
IA #941201 - Rules of Conduct/Perform Basic Duties/Submission of Reports

Dear Deputy Horch:

The Review Board convened on February 22, 1995 to review the complaint regarding Procedure that was filed on September 11, 1994 relating to a stolen vehicle. Although you took a stolen vehicle report that was signed by the owner, CCSO records did not receive the report and the information was not entered into WASIC/NCIC. The car was located and towed, then sold (as it was not entered as stolen), and the victim was ultimately reimbursed by the County for his loss.

I have reviewed the findings and recommendations of the Board and agree with their findings of Sustained on all charges with a recommended oral reprimand.

Please feel free to contact me if you wish to discuss this decision further.

Respectfully,

Paul Pastor  
Undersheriff

PAP/jb

c: IA File  
Personnel File ✓  
Sgt. Steve Capellas



**Garry E. Lucas**  
*Sheriff*

May 31, 1991

Deputy John Horch  
Clark County Sheriff's Office  
Clark County, Washington

Re: Results of Patrol Board of Inquiry - April 30, 1991  
IA #910405 - Patrol Vehicle Accident  
417

Dear Deputy Horch:

The Board of Inquiry was held on April 30, 1991, regarding the patrol vehicle accident that occurred on April 9, 1991, where you struck a vehicle in the rear end causing damage to both vehicles and minor damage to the occupants of the struck vehicle.

I have reviewed the findings and recommendations of the Board of Inquiry, and I concur with the Board that this accident is CHARGEABLE and that an ORAL REPRIMAND be given.

Please have your supervisor notify Chris Eldred in writing when this discipline is satisfied. Contact me if you desire further discussion regarding this decision.

Sincerely,

Garry Lucas, Sheriff

GL/ce

c: IA File  
Lt. of Operations



Employee Name: John Horch

PSN: 3304

Branch: Enforcement

Job Title: Deputy

Evaluation Period: June - October 2004

**CONFIDENTIAL**



**Garry E. Lucas**  
*Sheriff*

**Performance Evaluation Form**  
Clark County Sheriff's Office Employees

**RATING LEVELS:**

Employee performance should be evaluated against the following levels of performance:

Code	Performance Level	Definition
6	Exceptional	Exceptional performance which far exceeds the expected standards
5	Exceeds Requirements	Superior performance exceeding normal expectations of job success
4	Fully Effective	Performance meets all critical standards of competence
3	Developing Adequately	Employee is in a training mode or assignment and is progressing toward fully effective at an acceptable rate
2	Needs Improvement	Employee is not meeting all critical standards of performance and improvement is needed (Addendum Form will be required)
NR	Not Rated	This factor cannot be rated
NA	Not Applicable	This factor is not applicable to this job

# PERFORMANCE EVALUATION SYSTEM

2004-- Worksheet Format

4/26/2005

Horch.doc

## INSTRUCTIONS FOR ELECTRONIC COMPLETION OF THE EVALUATION:

For each performance factor, assign a rating and add appropriate comments. The overall rating on each dimension should reflect the weight or importance you assign to the various components of the dimension.

Ratings are a *pull down* field. Select the appropriate rating with the pointer and select. Knowing their popularity, several "in between" ratings are available but managers are encouraged to choose one of the primary ratings.

To move to the next field press "Tab." The comments section is a text box — you may continuously type your response, or press "enter" to begin another paragraph. You should use this box to explain your rating, recognize areas of particular strength and achievement and point out areas for growth and improvement.

### PERFORMANCE EVALUATION FACTORS

Rating

Comments

#### Knowledge/Technical Skills

Professional/technical competence	5 Exceeds Requirements	
Awareness of external trends, issues	5 Exceeds Requirements	
Knowledge of County policy, procedures, systems	2 Needs Improvement	Early in the year, John was issued an oral reprimand and given written notification regarding improper and excessive use of the county cell phone.
Other skills, knowledge	5.5 "Strong Exceeds"	John's many years as a bomb technician has made him a highly trained and competent part of the agency and the metro team.
<b>Overall Rating for this Factor</b>	<b>4 Fully Effective</b>	John is a competent deputy. He makes prudent decisions regarding investigations and call handling. Since his reprimand for the cell phone use, John has obtained and continues to use a personal cell phone. His county cell phone bills have been at or less than average for the shift.

#### Output and Productivity

Planning, organizing and time management	2 Needs Improvement	John was tasked with managing and supervising a probationary deputy. During John's tenure as his supervisor, he was given specific documentary assignments. Many were not completed in a timely manner, and his performance was documented in monthly probationary evaluations.
Efficiency / productivity / cost effectiveness	4.5 "Strong Fully Effective"	
Energy, diligence, work habits	4.5 "Strong Fully Effective"	
Initiative / independence / self-direction	5 Exceeds Requirements	
Response to deadlines, follow through	4 Fully Effective	John has been late on a few reports. None of the reports are serious, but could be completed in a more timely manner.
Technology management	4 Fully Effective	
Performance against goals and objectives	4 Fully Effective	
Attendance / punctuality	4.5 "Strong Fully Effective"	
<b>Overall Rating for this Factor</b>	<b>4 Fully Effective</b>	This category is difficult to rate John for this year. For the first half of the year,

**PERFORMANCE EVALUATION SYSTEM**

*2004-- Worksheet Format*

**4/26/2005**

*Horch.doc*

		John was not in a position to produce statistical data like most deputies.
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**PERFORMANCE EVALUATION SYSTEM**

2004-- Worksheet Format

4/26/2005

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**Judgment and Work Quality**

Decision making, judgment		During April of this year, John investigated a DV situation involving a VPD officer and was involved in a personal DV situation. Cmdr. Nolan issued written notification to John about improper notifications regarding these incidents.
	2 Needs Improvement	
Quality and accuracy	5 Exceeds Requirements	
Perception of role		As mentioned below, John was disciplined for destroying diversity posters at the precinct. John explained part of the reason he destroyed the items was that he was upset over his demotion. Other than that situation, John has adjusted well and generally keeps a good attitude.
	2 Needs Improvement	
Creativity, innovation		John has been willing to help citizens as best he can. In at least one situation, John provided the citizen with his personal cell phone number with an invitation to call at any time. The person was having difficulty dealing her son and removing him from her home.
	5 Exceeds Requirements	
Vision and perspective	4 Fully Effective	
Professionalism, "polish"	4 Fully Effective	
Conduct and integrity		In November of this year, Cmdr. Nolan issued an inquiry regarding a diversity poster that had been removed from the briefing room at West. When question, John admitted that he removed and discarded the poster. He further disclosed that he had removed and discarded a second diversity poster from Central Precinct. These incidents occurred in June. The destruction of these posters is simply unacceptable. As punishment John was given a two week week (one of which to be served by loss of PDO) and he was removed from the bomb squad.
	2 Needs Improvement	
Safety	5 Exceeds Requirements	
<b>Overall Rating for this Factor</b>		Although John's competency as a deputy is acceptable or better, above described incidents call for a needs improvement in this category.
	2 Needs Improvement	

**Working Relationships**

Teamwork / cooperation / coordination	5 Exceeds Requirements	
Flexibility / adaptability		John willingly accepted the position of "wild car" on the squad. This position is different from most squads in that his beat and call sign change daily.
	5.5 "Strong Exceeds"	
Diplomacy, persuasion, tact		John has generally good skills in this area. There was one time during the year that John made a comment about a fellow deputy handling a call because of the believed victim's race. John did not intend anything inappropriate, but I expressed to
	4 Fully Effective	

**PERFORMANCE EVALUATION SYSTEM**

2004-- Worksheet Format

4/26/2005

Horch.doc

		him that it appeared insensitive.
Interpersonal skills	5 Exceeds Requirements	
Oral communications	4.5 "Strong Fully Effective"	
Client, customer service orientation	4.5 "Strong Fully Effective"	
Dealing with public	5 Exceeds Requirements	
Written communication	4.5 "Strong Fully Effective"	
<b>Overall Rating for this Factor</b>	<b>5 Exceeds Requirements</b>	

**Community Oriented Policing Measures**

Promotes & Maintains partnerships with public, neighborhoods, government, business, and all aspects of the community.	5 Exceeds Requirements	John has often given presentations to various groups regarding his bomb unit experience. In October, the outreach unit sent John a thank you note for "great" presentation to the Business and Security Managers meeting.
Identifies problems in community and works to solve them.	5 Exceeds Requirements	John listens to information at briefings regarding citizens concerns of speeding. He has responded to those concerns and taken the appropriate enforcement.
Address citizen fears of crime.	4 Fully Effective	
Deals pro-actively with community issues.	5 Exceeds Requirements	A house in the Sherwood area was the target of neighbors anger. The adult son of the homeowner was hosting parties that upset the neighbors. Even John works dayshift, he worked with the mother to support her in removing the son from the house. John even gave the woman a way to contact him on his days off should she need help.
Respects all members of the community.	2 Needs Improvement	The incident involving the destruction of the diversity posters demonstrated a lack of understanding for the purpose of the posters. John did not understand that the posters were intended to celebrate the differences among people and reduce conflict.
<b>Overall Rating for this Factor</b>	<b>4.5 "Strong Fully Effective"</b>	

**SPECIAL FACTORS -- Management Positions:**

**Supervisory/Managerial Measures**

HR / personnel management	2 Needs Improvement	During his time as supervisor, John's documentation of employee problems on his squad was intermittent and patchy. More consistent documentation is required by a supervisor.
Leadership	Rating Levels	
Diversity management	2 Needs Improvement	Referencing the diversity poster incident.
Team building	Rating Levels	
Accessibility, visibility	2 Needs Improvement	Cmdr. Nolan provided John with written notification that he was not present at work enough to function as a supervisor. Other duties and personal issues were keeping him from his basic duties.
Influencing / negotiating	Rating Levels	

**PERFORMANCE EVALUATION SYSTEM**

2004-- *Worksheet Format*

4/26/2005

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Conflict management	Rating Levels	
Budget development, administration	NA Not Applicable	
Financial management and cost effectiveness	NA Not Applicable	
<b>Overall Rating for this Factor</b>	<b>2 Needs Improvement</b>	Cmdr. Nolan documented issues regarding basic supervision, documentation of performance and effectively working to modify behavior, basic understanding and implementation of critical policy, and conduct and decision making. As a result of the deficiencies, John was demoted from sergeant to deputy prior to the end of his probationary period.

**PERFORMANCE EVALUATION SYSTEM**

2004-- Worksheet Format

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**Work Unit Performance**

Efficiency, functionality	Rating Levels	
Flexible, responsive	Rating Levels	
Customer service orientation	Rating Levels	
Morale, esprit de corps	Rating Levels	
Teamwork, internal relations	Rating Levels	
Performance against goals, accountability	Rating Levels	
<b>Overall Rating for this Factor</b>	<b>Rating Levels</b>	

<b>OVERALL PERFORMANCE RATING</b>	<b>Rating Levels</b>	
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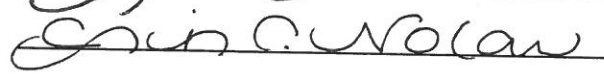
**OVERALL COMMENTS:**

John has endured a year of personal and professional turmoil. John has maintained a very positive attitude since these setbacks at work, except for the noted poster incident. He returned to patrol with a positive and enthusiastic outlook. In fact, John's experience as a sergeant has lent to his understanding of decisions that all supervisors have to make.

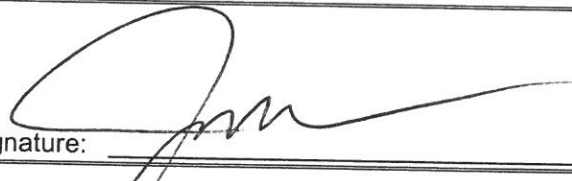
John's performance during the first part of the year led to his demotion from sergeant to deputy. Shortly after returning to the role of deputy sheriff, John showed poor judgement by destroying two diversity posters at the precincts. His actions have led to a two week suspension and removal from the bomb squad. John now understands that his behavior in this incident was unacceptable.

John has had a lot of personal problems on his plate this year. He has kept me up to date on issues in his life and asked for advice at times.

John is able to perform all duties of a deputy sheriff, but needs to use better judgment in some circumstances. He has shown an interest in a marine patrol position in the future.

Rater's Signature: 	Date: <u>6-22-05</u>
Reviewer's Signature: 	Date: <u>4/26/05</u>

**EMPLOYEE COMMENTS:**

Employee's Signature: 	Date: <u>6-22-05</u>
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Employee Name: John Horch

PSN: 3304

Branch: Enforcement

# Performance Evaluation Training Plan for 2005

**GOALS & DEVELOPMENT PLANS:**

John needs to work on operating at a consistent level over time. He has had a difficult year, yet he has some very positive qualities and talents. John needs to focus on consistency and performance, working to improve his time management skills, his leadership skills and I believe he would benefit from both diversity and ethics training. I will work with the training unit to seek out appropriate courses that might benefit him in 2005.

**Training & Development**

*Please select the type of training that is needed for 2005. Please note that training requested under "development" must be tied to a specific area of the evaluation for which "Needs Improvement" is noted..*

TYPE OF TRAINING		COURSE TITLES
<b>Development</b>	<i>Judgement/Quality.</i>	<i>Please note which area in the evaluation documents the need for improvement related to the training requested. Comments: Ethics and diversity training.</i>
	<i>Judgement/Quality</i>	<i>Please note which area in the evaluation documents the need for improvement related to the training requested. Comments: Critical thinking, time management and leadership</i>
	<i>Area of Evaluation</i>	<i>Please note which area in the evaluation documents the need for improvement related to the training requested.. Comments:</i>
	<i>Area of Evaluation</i>	<i>Please note which area in the evaluation documents the need for improvement related to the training requested. Comments:</i>
<b>Enhancement</b>		
<b>Re-Certification</b>		Appropriate classes for his bomb unit duties. Continue to attend weekly classes with the unit.
<b>Career Advancement</b>		Marine Patrol Enforcement



CLARK COUNTY SHERIFF'S OFFICE  
PERFORMANCE EVALUATION FORM



PERFORMANCE EVALUATION FORM  
Sheriff's Office Employees

CONFIDENTIAL

Employee's Name      Deputy John Horch  
Evaluation Period      2000

Hard Copy Reference for Electronic Version (H:\HR\PERF-Eval-Form)

# Performance Evaluation

## *Rating Levels*

Employee performance should be evaluated against the following levels of performance.

Code	Performance Level	Definition
6	Exceptional	Exceptional performance which far exceeds the expected standards
5	Exceeds Requirements	Superior performance exceeding normal expectations of job success
4	Fully Effective	Performance meets all critical standards of competence
3	Developing Adequately	Employee is in a training mode or assignment and is progressing toward fully effective at an acceptable rate
2	Needs Improvement	Employee is not meeting all critical standards of performance and improvement is needed
NR	Not Rated	This factor cannot be rated
NA	Not Applicable	This factor is not applicable to this job.

<i>Performance Evaluation Factors</i>	Rating	Comments
<b>Knowledge/Technical Skills</b>		
Professional/technical competence	2	Deputy Horch is a Bomb Technician for the Sheriff's Office. He is highly trained and competent in this area. Deputy Horch has the <u>ability</u> to be professional and competent. However, due to numerous incidents this year with his failing to write reports or complete investigations, he does need to make improvements in this area. (See below for details)
Awareness of external trends, issues	4	
Knowledge of County policy, procedures, systems	4	
Other skills, knowledge	4	
<b>Overall Rating for this Factor</b>	4	
<b>Output and Productivity</b>		
Planning, organizing and time management	2	Deputy Horch had numerous problems with organization, time management, work habits, response to deadlines, follow through and independence. He was issued a verbal reprimand, then a written reprimand, for failing to write crime reports, failing to complete correction notices, and failing to investigate crimes. The problem was still continuing at the end of 2000, so the additional incidents will be referred to Internal Affairs for action.
Efficiency/productivity/cost effectiveness	2	
Energy, diligence, work habits	2	
Initiative/independence/self direction	2	
Response to deadlines, follow through	2	
Technology management	4	
Performance against goals and objectives	na	
Attendance/punctuality	4	
<b>Overall Rating for this Factor</b>	2	Deputy Horch did have some successes this year, which will be outlined below.

<b>Judgment and Work Quality</b>		
Decision making, judgment	4	Deputy Horch does make many good decisions. He has the energy, ability and knowledge to investigate criminal activity. He is aware of the crime trends and criminals in his beat.
Quality and accuracy	4	
Perception of role	2	
Creativity, innovation	4	Professionalism/Polish: John needs to take more time and care in his grooming. Often his boots need polishing, his clothes need ironing, and he needs a shave.
Vision and perspective	4	
Professionalism, "polish"	2	Conduct and integrity: I believe that Deputy Horch's integrity came into question this past year, in regard to his failing to complete reports and investigations.
Conduct and integrity	2	
Safety	4	
<b>Overall Rating for this Factor</b>	2	
<b>Working Relationships</b>		
Teamwork/cooperation/coordination	4	John works well with the other members of the squad. He is always willing to assist them on calls, and volunteers to take their calls if they are busy. He also deals well with members of the public. He has a confident, firm yet relaxed, demeanor.
Flexibility/adaptability	4	
Diplomacy, persuasion, tact	4	John's written reports are satisfactory.  Customer service rates a "two", due to the times that he did not complete reports or investigations.
Interpersonal skills	4	
Oral communications	4	
Client, customer service orientation	2	
Dealing with public	4	
Written communication	4	
<b>Overall Rating for this Factor</b>	4	

**Special Factors: Community Oriented Policing Principles**

<b>COP Measures</b>		
Promotes and maintains partnerships with the public, neighborhoods, government, business, and all aspects of the community.		<i>Please do not rate on these items for 2000. But discuss goals and objectives to be rated on for 2001.</i>
Identifies problems in community and works to solve them		
Address citizen fears of crime		
Deals pro-actively with community issues		
Respects all members of community		
<b>Overall Rating for this Factor</b>		
<b>DO NOT RATE FOR THE YEAR 2000</b>		

**Special Factors: Management/Supervisory Positions**

<b>Managerial Measures</b>		
HR/personnel management		
Leadership		
Diversity management		
Team building		
Accessibility, visibility		
Influencing/negotiating		
Conflict management		
Budget development, administration		
Financial management and cost effectiveness		
Empowers staff to creatively problem solve		
<b>Overall Rating for this Factor</b>		
<b>Work Unit Performance</b>		
Efficiency, functionality		
Flexible, responsive		
Customer service orientation		
Morale, esprit de corps		
Teamwork, internal relations		
Performance against goals, accountability		
<b>Overall Rating for this Factor</b>		
<b>Overall Performance Rating</b>		

**Overall Comments:**

Recognition

Deputy Horch received many letters of recognition this past year. One was a Letter of Recognition from Sheriff Lucas. This letter was for the exemplary work that Deputy Horch did on a prolific burglar, car thief, and auto prowler. Deputy Horch took a lead on the suspect and worked on the case until he was able to put together a case against him. His dedication to this case resulted in the suspect's arrest for auto theft, PSP, etc. Deputy Horch worked on his days off, both in Oregon and Washington. Deputy Horch also suggested that I send letters of thanks to the officers who assisted him on this case.

A citizen wrote a letter of thanks to Deputy Horch, for his part in assisting a woman who needed intervention through the courts. She wrote "I really appreciate you taking the time and energy to help out my family".

Another citizen wrote a letter of thanks for Deputy Horch's assistance on a domestic violence situation, where neighbors had to be evacuated from the area.

I received a letter from Sgt. Kim Miller, Washougal Police, regarding Deputy Horch. She had observed him driving code three on SR 503 to Battleground. She stated in her letter that he was doing an "outstanding job!" of driving in the rain and heavy traffic.

Deputy Horch received four "attaboys" from Case Management this year. One was for his work on an Indecent Exposure case: "Good teamwork to complete this investigation and get a confession. Good job tying him into the earlier case."

Another "attaboy" was for his part in apprehending a felon in a stolen vehicle. A third one was for his assistance on a call where a man was holding his 5-month old daughter, and making suicidal threats. His last "attaboy" was for a stalking/criminal harassment case. It states: "You handled this sensitive situation very well and went the extra mile to help the citizens. That's why you're a hero."

Discipline

Deputy Horch had many successes this year, but there were also issues that came to my attention that forced me and Commander Atkins to take disciplinary action.

1. Deputy Horch took a gun into evidence at the scene of a suicide. He forgot to turn the gun into property, until it was brought to his attention that the gun was missing. He found it in the trunk of his patrol car. No formal discipline was given.
2. Deputy Horch responded to a call of a recovered stolen vehicle. He did not hand in a report. He found the tow slip in his car. He claimed he did not know he had to write a supplemental epr report on the recovery.
3. Deputy Horch broke the screen on his MDC this summer. He was angry that the MDC was not responding, and touched the screen in a forceful manner, which broke it. He received a written reprimand from Cmdr. Atkins.
4. Deputy Horch responded to a call of a stolen vehicle. He did not write a report and did not have the stolen car entered into the computer. Another deputy had to take the call and write the report, 19 days later.
5. On another occasion Deputy Horch responded to a burglary call. He failed to write a report on this incident.
6. On Nov. 28<sup>th</sup> Deputy Horch was issued a Written Reprimand for failing to write another burglary report. He had responded to the call of a burglary on August 19<sup>th</sup>. He received several reminders from Case Management, but still failed to write the report.

Since the time of the verbal and written reprimands came to my attention, additional problems with reports have surfaced. I received a Late Report list from Case Management in December. Deputy Horch was on the list six times. One case was actually not late. Two of the reports had never been written. One was from August, the other was from October. This left three cases that were past due for completion of the investigation. These latest incidents will be referred to the Internal Affairs Sergeant.

In conclusion, I would like to say that I believe Deputy Horch has the ability to be an outstanding officer. This past year has not been a good year for him, in regard to completion of reports and investigations. I hope that next year he will give his duties 100% of his attention and that the problems he experienced this year will not be an issue. His future sergeant is aware of the issues that arose this year.

Boxes will expand as comments are entered.

Rater's Signature

Sgt. Peg Prater

Date

12-30-00

Reviewer's Signature

CMSP. Michael Atkins

Date

1-2-01

*Goals & Development Plans:*

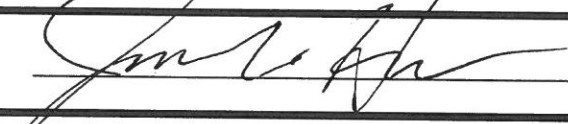
*Training & Development:*

	<i>Please select the type of training that is needed next year.</i>
	<input type="checkbox"/> <b>Development</b> Please list _____
	<input type="checkbox"/> <b>Enhancement</b> Please list _____
	<input checked="" type="checkbox"/> <b>Re-certification</b> Please list _____ <u>BAC</u>
	<input type="checkbox"/> <b>Career Advancement</b> Please list _____

— HORCH, JOHN  
TRNG EVAL 2000 PSN: 3304 —

Employee Comments:

[Empty rectangular box for employee comments]

Employee's Signature  Date 12.30.00

CLARK COUNTY SHERIFF'S OFFICE  
PERFORMANCE EVALUATION SYSTEM  
EMPLOYEE INPUT FORM



EMPLOYEE INPUT FORM

CONFIDENTIAL

Employee's Name John Horch  
Evaluation Period 2000



Employee Name: JOHN KOCY Job Title: DUTY SHERIFF  
Department: ENFORCEMENT Manager/Supervisor: SGT. PARNETT  
Rating Period: \_\_\_\_\_

*Instructions: This form is to be completed by the employee being evaluated and is the required first step in the process. The employee should fill in the areas below and turn the form into the rater who will consider the employee's comments in developing the evaluation. This form is not intended to be use as a self evaluation tool, it is only intended to ensure that major aspect of your performance during the year are not overlooked by the rater. It is the employees opportunity to point out specific events and/or issues that occurred during the year.*

**Major goals, accomplishments and challenges during this rating period.**

Comments: List 2000 accomplishments

Boxes will expand as comments are entered.

**Overall self-evaluation of performance.**

Comments: (regarding how you did, do not give yourself a rating, merely discuss how you feel you performed during the year)

AVERAGE — NOT VERY MOTIVATED THIS YEAR  
(THATS FOR SURE) (EXCEPT IN GETTING TIME OFF)  
I LOVE YA MAN!

**Performance goals for next year and/or career development plans.**

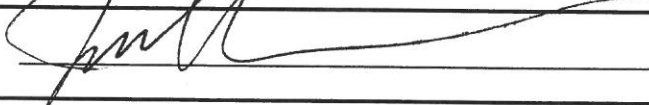
Comments: (Define any training requests in terms of the following four definitions: 1. **development**: training to help you succeed within your current role; 2. **enhancement**: training to enhance your ability to perform your current position; 3. **re-certification**: training which is required in order to maintain a currently held certification; or 4. **career advancement**: training, which you feel will enhance your ability to move to the next level of the organization)

1. —  
2. —  
3. —  
4. —

**How can your manager and department assist in your job success and enjoyment?**

Comments:

[Empty box for employee input]

Employee Signature  Date 12-8-00

**Rater's comments on employee input form.**

Comments:

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

**CLARK COUNTY SHERIFF'S OFFICE  
PERFORMANCE EVALUATION**



***DEPUTY SHERIFF***

***Deputy*** JOHN HORCH # 3304  
***For period ending*** DECEMBER, 1994

## Clark County Sheriff's Office

**Our mission is to protect, respect and improve the quality of life for people in our community.**

### Deputy Sheriff Performance Review

The goal of performance review is to improve the organization through encouragement of individual members. The department as a whole can be no better than the sum of its parts. We are proud of ourselves and of the department. We do not strive to be average or mediocre. To fulfill our mission, we strive for excellence.

This review defines how the Deputy Sheriff's job performance relates to communication between the Deputy Sheriff and their supervisors.

Review each job expectation, then do one of the following.

- Check if performance is excellent as expected.
- N/A if this does not apply to the individual's job.
- N/O if not observed or unknown to the supervisor.
- Leave blank if improvement is needed. Plan for improvement required.

Use the comment portion of this form to make note of exceptional performance. For someone who may not yet meet departmental standards of excellence, a simple clarification of expectations may be all that is needed. In other cases, a plan, possibly requiring supervisory help, may be necessary. Expectations and plans should be clearly communicated on the form.

The comments section should include:

- Notes on especially outstanding performance
- Plans for bringing less than excellent performance up to department's standards.
- Employee comments.

*The review is for individual feedback, not for comparison to others. Therefore, determination of excellence should be made based on the individual. Is the new person's job performance excellent for a new person? For those who are senior, is performance excellent for an experienced person?*

Although job performance is always evaluated at the time of promotion, this performance review is focused on the current job and is not intended to be used for promotion.

**We respect all members of the community and we value community relations.**

√ *Check if performance is excellent as expected.*

Semiannual	Annual	
		Uses good communication skills including eye contact, calm manner, friendly facial expressions, etc. Does not talk down to or patronize people.
	✓	Projects positive image.
	✓	Reflects department's goals and objectives.
	✓	Maintains polite, low key interactions, whenever possible. Behavior does not cause situations to escalate.
	✓	Communicates in a positive and helpful manner.
	✓	Demonstrates knowledge of available community resources. Provides alternatives.
		Demonstrates consistent and fair treatment to all members of the community.
	✓	Displays empathy and understanding for community concerns.
	✓	Downplays authority in language and gestures. Doesn't start off demanding. Doesn't insist on immediate obedience and total control in non-emergency situations.

Semiannual	Annual	
	✓	Shows sensitivity and compassion. Takes the time necessary to show that you care (Say you are sorry that this has happened, explain how to secure house better after burglary, show sensitivity to peoples' well being and fears, etc.).
	✓	Promotes good neighborhood relations by helping people communicate with each other. Helps them resolve their differences.
	✓	Is polite, not frustrated, in crowd control situations. Can repeat the same information and treat each person as an individual.
		Uses unprejudiced, professional approach with all types of people, including all ethnic groups, social classes, genders, those of different religion, etc.
	✓	Gains cooperation by establishing rapport with people.
	✓	Relates in a mature manner with families (including at domestic disturbances). Understands family structure and relationships. Respectful of their domain.
	✓	Attempts to avoid embarrassing people in front of others, especially in their own family. Allows people to maintain as much self respect as possible given the situation.
	✓	Shows sensitivity to children and other family members. Protects them as much as possible from viewing parent's arrest.
	✓	Tries to get parent's cooperation first when dealing with incidents involving juvenile offenders, when appropriate.
	✓	Takes the time to talk to the right person in the family (especially for cultures other than your own).
		Enforces traffic laws fairly, based on driving behavior.

Semiannual	Annual	
	✓	Gathers basic facts while assessing a situation.





**We respect all members of the organization.**

√ *Check if performance is excellent as expected.*

Semiannual	Annual	
	✓	Participates in problem solving and decisions.
	✓	Adaptable to change.
	✓	Follows chain of command.
	✓	Equally carries share of workload.
		Accepts responsibility for actions.
	✓	Reliably relays information to co-workers/shifts.
	✓	Uses time productively.
	✓	Communicates with co-workers in a clear and understandable manner.
		Contributes to good morale and positive atmosphere in the department.
	✓	Interacts with others in a way that conveys friendliness, respect, and appreciation: <ul style="list-style-type: none"> <li>-- co-workers</li> <li>-- supervisory staff</li> <li>-- support staff</li> <li>-- staff who are different from you in terms of age, gender, race, or other personal aspects</li> </ul>

Semiannual	Annual	
	✓	Makes new people feel welcome.
	✓	Is a good listener and team worker. Helpful and open to information and help from others.
		Does not make cynical comments or act inappropriately in presence of other staff.
	✓	Works as a team member on special emphasis projects.



**We value initiative.**

✓ *Check if performance is excellent as expected.*

Semiannual	Annual	
	✓	Identifies problems and searches for resolutions.
	✓	Initiates new projects and takes the responsibility to explore alternative ways to complete them.
	✓	Accepts additional assignments willingly.
	✓	Maintains training and certification requirements, also seeks additional training and knowledge.
	✓	Works under minimum supervision.
	✓	Uses common sense in discretionary situations, asking for secondary opinions if unsure.
	✓	Assesses situations prior to acting. Responds appropriately to changing situations.
	✓	Readily assists others. Does not stand and wait for instructions when things are obvious.
		Acts if someone's rights have been violated. Thorough in finding out what is going on.
	✓	Takes responsibility for own learning, asking questions, trying to learn as much as you can.

Semiannual	Annual	
	✓	Honest and not defensive regarding mistakes or performance deficiencies. Strives to improve.
	✓	Uses alternative resources effectively (other agencies, citizens, civic groups, etc.).
	✓	Applies problem solving techniques recommended for community policing.
	✓	Attempts to resolve problems on the first contact. Tries to avoid multiple responses.
	✓	Keeps up to date on legal decisions, and legislation pertaining to job.
	✓	Keeps up to date with latest intelligence information from various sources (other agencies, task force members, etc.).
	✓	Looks for better, not necessarily easier, ways to do things.
	✓	Seeks intelligence information and works towards developing cases from such information.
	✓	Keep other department members and outside agencies informed (of criminal activity affecting them, etc.).
	✓	Handles potentially volatile situations with minimal backup. Can work in situations where minimal backup is available.



**We value service orientation.**

√ *Check if performance is excellent as expected.*

Semiannual	Annual	
	✓	Displays a courteous and respectful attitude toward the public.
	✓	Is patient, and takes time to listen and responds accordingly.
	✓	Gives clear directions and instructions.
	✓	Follows through on commitments.
	✓	Displays helpful, rather than negative attitude.
	✓	Does not make people feel foolish or embarrassed. Does not act as if people's small problems are insignificant.
	✓	Is patient. Takes the time necessary to ensure people are heard and understood.
	✓	Tries to make people feel better, even if there is nothing you can do.
	✓	Is calm and outcome oriented. Not easily annoyed by the public.
	✓	Uses good discretion in prioritizing the needs of public.
	✓	Makes an effort to assist people with their problems.

Semiannual	Annual	
	✓	Explains to cited individuals why particular regulations are enforced.





**We value work ethic.**

√ *Check if performance is excellent as expected.*

Semiannual	Annual	
	✓	Accepts correction and guidance and takes steps toward improvement.
	✓	Takes responsibility to see that personal assignment workload is completed in a timely manner.
	✓	Keeps work area neat and organized.
	✓	Accepts workload willingly.
	✓	Manages time wisely.
	✓	Takes pride in work.
	✓	Meets deadlines, fulfills obligations, without reminder.
	✓	Safety and security conscious.
	✓	Uses time productively.
	✓	Meets attendance and punctuality expectations.
		Turns in work that is tidy and complete, demonstrating care about details.
	✓	Does not shirk from getting dirty, muddy, wet, or working in inclement weather/situations.

Semiannual	Annual	
	✓	Completes press releases, lab requests, case referrals (Risk Management, etc.) as soon as possible during an investigation.
	✓	Volunteers for assignments, doesn't wait for them to be assigned.



**We value professional public image.**

✓ *Check if performance is excellent as expected.*

Semiannual	Annual	
	✓	Well groomed, neat and clean appearance.
	✓	Projects values and ethics of department.
	✓	Uses a pleasant and positive approach.
	✓	Produces standardized documentation.
	✓	Has professional command bearing. Interacts in a confident manner with others. Shows initiative by stepping forward to assist others.
	✓	Uses proper discretion in communication.
	✓	Shows care in how appearance and actions look to others (grooming, posture, how you walk and hold yourself, inappropriate use of sunglasses, black gloves, inappropriate U-turns through gas stations, etc.)
	✓	Doesn't use position inappropriately, including off duty (traffic stops in private car, etc.)
	✓	Works traffic law enforcement where police presence makes a difference in driving behaviors (vs. just being somewhere and writing tickets). *NW 82nd ST
	✓	Targets specific driving behaviors that are unsafe.



**We value professional skill.**

√ *Check if performance is excellent as expected.*

Semiannual	Annual	
	✓	Demonstrates good knowledge of legal and department policies and procedures.
	✓	Demonstrates good knowledge of Unit's policies and procedures.
	✓	Spoken communication is: <ul style="list-style-type: none"> <li>* Grammatically correct</li> <li>* Organized</li> <li>* Appropriate to audience</li> <li>* Avoids profanity</li> <li>* Accurate</li> </ul>
		Written Work Product Meets Job Expectations: <ul style="list-style-type: none"> <li>* Proofreads</li> <li>* Accuracy/Balances</li> <li>* Completes in a timely manner</li> <li>* Is neat</li> <li>* Is organized</li> <li>* Is grammatically correct</li> <li>* Is appropriate to audience</li> </ul>
	✓	Makes competent decisions, including under stress.
	✓	Maintains composure in adversity.
	✓	Meets Unit's work performance objectives.

Semiannual	Annual	
		<b>Equipment Skills:</b> <ul style="list-style-type: none"> <li>* Uses proper telephone etiquette and knowledge of phone operation.</li> <li>* Maintains level of computer proficiency required within unit.</li> <li>* Office equipment.</li> <li>* Safety equipment.</li> <li>* Personally assigned department equipment.</li> </ul>
		Follows through on details (makes sure all steps are followed, records important information, etc.).
	✓	Able to comprehend and follow instructions.
	✓	Gives credible testimony.
	✓	Willing to be the first responder.
	✓	Avoids careless comments or actions, especially when not knowing the context of what is happening.
	✓	Facilitates good communication. Permits people the opportunity to talk, doesn't force own turn. Permits people a way out without conflict. Facilitates conversation between all parties involved.
	✓	Avoids violating someone's personal space.
	✓	Able to interpret non verbal communication (including eyes and body language).
	✓	Obtains help before taking action, when appropriate.
	✓	Notices when circumstances are suspicious or do not fit correctly. Takes appropriate action.
	✓	Uses proper radio communications.



Semiannual	Annual	
	✓	Qualified with firearms.
		Properly handles evidence.
	✓	Has thorough knowledge of patrol district (boundaries, hazards, known criminals, high crime areas).
	✓	Skillfully enters situations and gains control.
	✓	Has good knowledge of county geography (shortest response route, common landmarks).
	✓	Never delays response to avoid paperwork.
	✓	Doesn't leave until the crisis is over.
	✓	Uses good officer safety techniques.
		Operates county vehicles consistent with department policy.
	✓	Consistently uses appropriate level of force necessary to take control of a situation, affect and arrest, etc.
	✓	Is aware of calls where a K-9 might be useful (building searches, warrant arrests, etc.).
	✓	Pays attention to the radio, responds when appropriate.
	✓	Is aware of potential for County/State liability resulting from road conditions, hazards.
	✓	Notifies appropriate department or agency of road hazards with an eye towards safety.
	n/c	Prepares thorough, well written search warrants. Affidavits are easy to read, and utilizes appropriate grammar.

Semiannual	Annual	
	✓	Works well with the prosecuting attorney and his/her staff. Provides professional assistance to the prosecuting attorney in case preparation, and trial.
	N/O	Handles informants professionally.
	N/O	Is able to relate to informants. Treats them in a civil and friendly manner.
	N/O	Develops and cultivates informants through interviewing and investigative skill.



We value efficient use of resources.

√ Check if performance is excellent as expected.

Semiannual	Annual	
	✓	Networks with other agencies, and professional services.
	✓	Utilizes expertise of departmental personnel.
	✓	Takes good care of assigned and other department equipment.
	✓	Assesses situations to determine degree of investigation necessary.
	✓	Utilizes other agencies to assist in investigations (fire, medical, coroner, engineers, Road Department).





**SEMIANNUAL EVALUATION**

**Evaluation of other important areas:**


I have reviewed this evaluation and understand future expectation this \_\_\_\_\_ day of \_\_\_\_\_, 199\_\_\_\_\_.

\_\_\_\_\_  
Employee's signature

The above named employee and I have together reviewed and discussed this evaluation and the appropriate Development Plan this \_\_\_\_\_ day of \_\_\_\_\_, 199\_\_\_\_\_.

\_\_\_\_\_  
Supervisor's signature

**ANNUAL EVALUATION**

Was absent from work, other than PDO or compensatory time, 4 in prior ~~six~~<sup>12</sup> months.  
(If absence is in excess of 3 days, please note cause in comment section of prior page.)

**Awards and/or Discipline received during evaluation period:**

- (4) LETTERS or NOTES from citizens
- (2) ATTABOYS from Case management
- (1) CHARGEABLE accident
- (3) IA investigations: (1) UNFOUNDED (1) PENDING - SUSTAINED as of 12-12-74
- (1) EXONERATED

**Participation in the following extra projects/programs/units:**

BOMB SPECIALIST for CCSC

**Employee's Comments:**




**ANNUAL EVALUATION**

**Evaluation of other important areas:**

\*This year was a return to patrol for John from his assignment to SIU. John made some adjustments for this return, and this year demonstrated his need to be diligent and focused. As the year progressed, he became less positive about situations that were occurring and his focus also lessened proportionately. This resulted in negative performance incidents occurring and it seemed to have a "snowball" effect with John and his attitude. Peers commented to me their concerns with his performance, and this warranted my attention in greater detail.

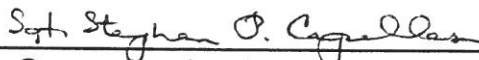
He is a capable, intelligent officer who has good potential within this department, but he must continue to focus on positives rather than dwell on negatives which are often things out of his control. When he does the job, he can do it very well, but when his intensity diminishes, there is a resultant performance reduction. Many results from John's performance are based on his "choices" about how things are done and how thorough he wants to be. This behavior can be adjusted to positives when he chooses to do so.


I have reviewed this evaluation and understand future expectation this 14 day of DECEMBER, 1994.



Employee's signature

The above named employee and I have together reviewed and discussed this evaluation and the appropriate Development Plan this 14th day of DECEMBER, 1994.



Supervisor's signature

*John ...* 12/19/94