



**TODD ELMORE**

**2018 Employee Evaluation**  
**Due Date: Fri, May 11, 2018**

**Direct Manager:**  
**EDDIE CATHEY**

## General Information

<b>Position</b> ADMINISTRATIVE	<b>Division</b> ADMINISTRATION	<b>Evaluation Type</b> Periodic
<b>Department</b> EXECUTIVE	<b>Class Spec</b> Chief Deputy	

## Ratings Summary : EDDIE CATHEY

**Total Score**

4.03

## Content

Competency Section | 5 Point Scale

Section Weight 25 %

### Job Specific Competencies

#### Community Oriented Policing Intelligence Led Policing

Item Weight 16.67 %

Seeks opportunities to integrate organization's mission into delivery of services to the community. Works to establish and maintain positive relationships between agency, other government entities, and other law enforcement agencies. Encourages subordinates to undertake community problem-solving projects and tracks progress, participates in and supports those projects. Uses internal and external intelligence sources to structure deployment of resources, and measures results using methods. Reports Division status to Sheriff through Chief Deputy at least quarterly, using predefined reporting criteria approved by Sheriff.

Rater & Rating	Comment
EDDIE CATHEY <b>4 4 - Exceeds Expectations</b>	Works to establish and maintain positive relationships between agency, other government entities, and other law enforcement agencies. Encourages subordinates to undertake community problem-solving projects and tracks progress, participates in and supports those projects. Uses internal and external intelligence sources to structure deployment of resources, and measures results using methods.

#### Credibility

Item Weight 16.67 %

Provides reliable and accurate information; Offers fully researched recommendations; Ability for own actions and mistakes; Demonstrates honesty and integrity.

Rater & Rating	Comment
EDDIE CATHEY <b>4 4 - Exceeds Expectations</b>	Offers fully researched recommendations; Demonstrates honesty and integrity.

## Organizational Savvy

Item Weight 16.67 %

Displays understanding of organizational culture and practices; Incorporates organizational politics effectively; builds alliances across the organization.

Rater & Rating	Comment
EDDIE CATHEY	Has learned very quickly. He is very responsible.
4 4 - Exceeds Expectations	

## Political Savvy

Item Weight 16.67 %

Displays understanding of political culture and practices; Incorporates political awareness into decision making, utilizes both formal and informal channels to achieve results, navigates the use of politics effectively, builds alliances across the organization.

Rater & Rating	Comment
EDDIE CATHEY	He has learned quickly
4 4 - Exceeds Expectations	

## Public Contact

Item Weight 16.67 %

Demonstrates helpfulness; Uses respectful and non-discriminatory language; Treats people fairly; Displays cultural sensitivity; Exhibits empathy towards victims.

Rater & Rating	Comment
EDDIE CATHEY	He is well received and takes pride in being responsive to public needs.
4 4 - Exceeds Expectations	

## Technology Leadership/Trends & Directions

Item Weight 16.67 %

Leverages technology for improved efficiency and growth; Tracks emerging technologies; Determines organizational implications of major technology trends; Assesses risks and benefits of adopting new technologies; Addresses implementation and change management issues. Identifies and understands emerging technologies; Assesses risks and benefits of emerging technologies; Identifies issues around implementing new technologies; Determines organizational implications of major trends.

Rater & Rating	Comment
EDDIE CATHEY	Leverages technology for improved efficiency and growth; Tracks emerging technologies; Determines organizational implications of major technology trends; Assesses risks and benefits of adopting new technologies; Addresses implementation and change management issues. Identifies and understands emerging technologies; Assesses risks and benefits of emerging technologies; Identifies issues around implementing new technologies; Determines organizational implications of major trends.
4 4 - Exceeds Expectations	

## Organization Wide Competencies

### Accountability

Item Weight 16.67 %

Accepts individual responsibility for work product and personal actions. Follows through and takes ownership for achieving objectives. Understands consequences for failures and mistakes, as well as, accomplishments and successes. Ensures work responsibilities are covered when absent. Deals with anger, frustration and disappointment in a mature manner.

Rater & Rating	Comment
EDDIE CATHEY	Understands consequences for failures and mistakes, as well as, accomplishments and successes.
<b>4 4 - Exceeds Expectations</b>	

### Confidentiality/Data Security

Item Weight 16.67 %

Protects sensitive information from disclosure to others. Understands and follows applicable laws and regulations that govern the protection of sensitive information as it may relate to law enforcement sensitive, HIPAA regulations, data security and compliance, etc. Establishes and implements security procedures. Identifies tools to prevent unauthorized access and prevent a breach in security. Monitors security exceptions and violations and adherence to standards.

Rater & Rating	Comment
EDDIE CATHEY	
<b>3 3 - Fully Meets Expectations</b>	

### Customer Focus

Item Weight 16.67 %

Treats customers with courtesy and sensitivity; Builds positive rapport; Applies problem solving skills; Takes extra effort to satisfy customers; Meets commitments to customer.

Rater & Rating	Comment
EDDIE CATHEY	Treats customers with courtesy and sensitivity; Builds positive rapport; Applies problem solving skills; Takes extra effort to satisfy customers; Meets commitments to customer
<b>4 4 - Exceeds Expectations</b>	

### Ethics & Integrity

Item Weight 16.67 %

Acts in a trustworthy and honest manner based on a moral conviction to do the right thing. Complies with rules, regulations, and policies. Exhibits sensitivity to ethical issues and takes appropriate action when necessary. Demonstrates a high regard for truth and accuracy.

Rater & Rating	Comment
EDDIE CATHEY	Acts in a trustworthy and honest manner based on a moral conviction to do the right thing. Complies with rules, regulations, and policies. Exhibits sensitivity to ethical issues and takes appropriate action when necessary. Demonstrates a high regard for truth and accuracy.
<b>4 4 - Exceeds Expectations</b>	

### Initiative

Item Weight 16.67 %

Continuously seeks increased responsibilities and takes advantage of opportunities for self improvement. Is able to take independent actions and calculated risks. Will volunteer for other tasks and asks for help when needed.

Rater & Rating	Comment
EDDIE CATHEY	Continuously seeks increased responsibilities and takes advantage of opportunities for self improvement. Is able to take independent actions and calculated risks. Will volunteer for other tasks and asks for help when needed.
<b>4 4 - Exceeds Expectations</b>	

## Judgment

Item Weight 16.67 %

Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

Rater & Rating	Comment
EDDIE CATHEY	Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.
4 4 - Exceeds Expectations	

Competency Section | 5 Point Scale

Section Weight 25 %

## Basic Job Competencies

### Documentation

Item Weight 25 %

Obtains and logs necessary information as required by work processes and policies. Keeps factual and legally compliant documentation using professional language and tone.

Rater & Rating	Comment
EDDIE CATHEY	Obtains and logs necessary information as required by work processes and policies. Keeps factual and legally compliant documentation using professional language and tone.
4 4 - Exceeds Expectations	

### Job Knowledge Skills

Item Weight 25 %

Demonstrates technical skills and knowledge; Knows laws, statutes and codes if applicable to assignment; Exhibits ability to learn; Keeps skills and knowledge current; Completes training activities; Shares knowledge and skills with others as needed or required.

Rater & Rating	Comment
EDDIE CATHEY	Knows laws, statutes and codes if applicable to assignment; Exhibits ability to learn; Keeps skills and knowledge current; Completes training activities; Shares knowledge and skills with others as needed or required.
4 4 - Exceeds Expectations	

### Systems & Technical Use

Item Weight 25 %

Employee displays a working knowledge of systems used, is able to navigate through them quickly and accurately, exhibits required keyboarding skills if applicable, accesses data efficiently and follows established procedures.

Rater & Rating	Comment
EDDIE CATHEY	Employee displays a working knowledge of systems used, is able to navigate through them quickly and accurately, exhibits required keyboarding skills if applicable, accesses data efficiently and follows established procedures.
4 4 - Exceeds Expectations	

### Teamwork

Item Weight 25 %

Balances team and individual responsibilities; Exhibits objectivity and openness to others views; Gives and welcomes feedback; Contributes to building a positive team spirit: Puts success of team above own interests.

Rater & Rating	Comment
EDDIE CATHEY	
4 4 - Exceeds Expectations	

**Executive Command Competencies****Decision Making/Problem Solving**

Item Weight 14.29 %

Recognizes and/or analyzes an issue or difficult situation and develops an appropriate and effective plan of action for resolution. Considers the impact of decisions and selects an appropriate choice after carefully reviewing applicable information. Makes independent and timely decisions when appropriate.

Rater & Rating	Comment
EDDIE CATHEY	Recognizes and/or analyzes an issue or difficult situation and develops an appropriate and effective plan of action for resolution. Considers the impact of decisions and selects an appropriate choice after carefully reviewing applicable information. Makes independent and timely decisions when appropriate
<b>5 5 - Exceptional Performance</b>	

**Developing Others/Vision/Organizational Commitment**

Item Weight 14.29 %

Delegates assignments to appropriate staff, encourages members to take initiative and ownership for their projects, provides timely and objective performance feedback, and gives employees honest and clear feedback regarding strengths, weaknesses and areas for development. Creates and communicates clear vision of agency goals and gains employee commitment. Recognizes the importance of the mission of each agency division and its contribution to making the overall organization better.

Rater & Rating	Comment
EDDIE CATHEY	encourages members to take initiative and ownership for their projects, provides timely and objective performance feedback, and gives employees honest and clear feedback regarding strengths, weaknesses and areas for development. Creates and communicates clear vision of agency goals and gains employee commitment. Recognizes the importance of the mission of each agency division and its contribution to making the overall organization better.
<b>5 5 - Exceptional Performance</b>	

**Leadership/Employee Management**

Item Weight 14.29 %

Provides clear expectations and direction to staff in order to meet goals and objectives. Sets standards of performance and holds others accountable for results. Builds consensus, motivates, and encourages others. Demonstrates knowledge of appropriate policies and procedures for recruiting, selecting, counseling, disciplining, and evaluating employees. Establishes acceptable levels of quality and quantity of work, evaluates employees, and implements appropriate disciplinary/counseling measures as necessary.

Rater & Rating	Comment
EDDIE CATHEY	Provides clear expectations and direction to staff in order to meet goals and objectives. Sets standards of performance and holds others accountable for results. Builds consensus, motivates, and encourages others. Demonstrates knowledge of appropriate policies and procedures for recruiting, selecting, counseling, disciplining, and evaluating employees. Establishes acceptable levels of quality and quantity of work, evaluates employees, and implements appropriate disciplinary/counseling measures as necessary.
<b>4 4 - Exceeds Expectations</b>	

**Managing Change**

Item Weight 14.29 %

Demonstrates support for innovation and organizational changes needed to improve the County's effectiveness. Develops, plans, and follows through on change initiatives. Delivers positive communications regarding change initiatives and aids in employee understanding and buy-in. Maintains stability through change and adversity.

Rater & Rating	Comment
EDDIE CATHEY	Maintains stability through change and adversity
<b>4 4 - Exceeds Expectations</b>	

## Planning & Organizational Skills

Item Weight 14.29 %

Anticipates changes in order to effectively allocate and supply necessary resources for ongoing projects, agency operations, and initiatives. Effectively manages time and priorities. Uses foresight and resources to develop and accomplish work objectives.

Rater & Rating	Comment
EDDIE CATHEY	Anticipates changes in order to effectively allocate and supply necessary resources for ongoing projects, agency operations, and initiatives. Effectively manages time and priorities. Uses foresight and resources to develop and accomplish work objectives
4 4 - Exceeds Expectations	

## Policy Development

Item Weight 14.29 %

Researches and develops policies and/or programs in response to agency needs and legal requirements. Initiates updates or improvements to existing policies or programs to meet the business needs of the Sheriff's Office.

Rater & Rating	Comment
EDDIE CATHEY	Researches and develops policies and/or programs in response to agency needs and legal requirements. Initiates updates or improvements to existing policies or programs to meet the business needs of the Sheriff's Office.
4 4 - Exceeds Expectations	

## Strategic Planning & Analysis/Financial Planning/Budget

Item Weight 14.29 %

Assists in preparing budget documents and reports, allocates provided resources and plans for procurement in assigned divisions. Monitors and verifies ongoing cost effectiveness of assigned divisions to ensure fiscal stability of the agency. Prioritizes, plans, and coordinates work and agency vision with respect to goals, objectives and performance measures set forth by the Sheriff. Contemplates the effectiveness and implications of plans for long and short term goals.

Rater & Rating	Comment
EDDIE CATHEY	Assists in preparing budget documents and reports, allocates provided resources and plans for procurement in assigned divisions. Monitors and verifies ongoing cost effectiveness of assigned divisions to ensure fiscal stability of the agency. Prioritizes, plans, and coordinates work and agency vision with respect to goals, objectives and performance measures set forth by the Sheriff. Contemplates the effectiveness and implications of plans for long and short term goals.
4 4 - Exceeds Expectations	

Evaluation Overall Section | Text Only

## Overall Comment

Rater	Comment
EDDIE CATHEY	

Process

- 1
- 2
- 3

Rater <b>EDDIE CATHEY</b>	Completed On Mon, May 14, 2018	By clicking certify and submit, you confirm that your rating is complete and accurate. Once your rating is submitted, you will no longer be able to make changes without administrator assistance.
Approval <b>KRISTA CAHOON</b>	Completed On Thu, Jun 21, 2018	
Comment Released 20180621 KGC		
Signature <b>TODD ELMORE</b>	Completed On Fri, Jun 29, 2018	x <u>TODD ELMORE</u>