

CENTRALIA POLICE DEPARTMENT

EMPLOYEE PERFORMANCE APPRAISAL - CORE POLICE SERGEANT

Probation ☐ Annual ☒ Special ☐

RATING PERIOD: July 2022 - July 2023
EMPLOYEE NAME: Tracy Murphy
DIVISION: Special Operations Division / Joint Narcotics Enforcement Team (JNET)
COLLATERAL ASSIGNMENTS: K9

RATING SUMMARY

Overall, the rated employee has achieved the following rating for this evaluation period:

- ☒ **EXCEEDS STANDARDS**
☐ **MEETS STANDARDS**
☐ **NEEDS IMPROVEMENT**

COMMUNICATION, VERBAL & WRITTEN

The extent to which an employee demonstrates the ability to actively and effectively listen; Responds appropriately; Presents events, concepts, and ideas in a clear, concise manner; Is able to prepare written work which is timely, legible, clear, concise, accurate, and complete, with correct spelling, punctuation, and grammar.

NEEDS IMPROVEMENT



Frequently does not listen carefully; Is unable to comprehend; Responds inappropriately; Exhibits improper demeanor; Does not speak clearly, concisely, or logically; Submits written work that is inaccurate, late, illegible, incomplete, or contains incorrect spelling, punctuation, or grammar.

MEETS STANDARDS



Consistently and effectively listens and responds appropriately; Consistently and effectively speaks clearly, coherently, and logically; Consistently prepares written work that is accurate, timely, legible, clear, concise, and complete, with correct spelling, punctuation, and grammar.

EXCEEDS STANDARDS



Demonstrates mastery in active listening, understanding, and conveying thoughts to others; Persuades others to take desired actions; Demonstrates superior ability to complete written work that clearly communicates complex information in a timely manner; Provides expertise to other employees.

Narrative: ☐ Additional Page(s) Attached

During this rating period Sgt. Murphy has displayed a high level of communication skills in not only actively listening and comprehending, but also in presenting clear thoughts to others. Sgt. Murphy had to help navigate the complexity of the Centralia PD transitioning to a new K9 Handler - this involved the purchase of a new PSD the working through the process of certification for the PSD and Handler. His communication skills throughout this process helped all involved and helped improve our department as a whole. Murphy regularly conducts briefings and completes reports involving complex multi-jurisdictional illegal narcotics investigations. During this rating period Sgt. Murphy skillfully conducted a briefing of JNET operations for local elected officials and community leaders. Sgt. Murphy has also been responsible for conducting operational briefings and leading training; his understanding of complex concepts is demonstrated by his confidence and how clearly he communicates. He sets a high standard for JNET and for the whole department.

WORK HABITS AND CONDUCT

The extent to which an employee adheres to current law, City regulations, Department policies/procedures, and Unit standards; Follows instruction correctly and thoroughly; Plans, organizes, prioritizes, and coordinates workload; Completes assignments in a timely manner; Demonstrates initiative and interest towards maintaining and supporting Department core values through cooperation, resourcefulness and orderliness.

NEEDS IMPROVEMENT

Did not conform with current laws, City regulations, Department policies/procedures, or Unit standards; Frequently fails to understand and/or follow instructions; fails to plan, organize, prioritize, or coordinate workload; Fails to meet due dates; Does not hold self accountable to minimum standards by lacking initiative and objectivity; Has continual attendance issues.

MEETS STANDARDS

Consistently complies with current laws, City regulations, Department policy/procedure, and Unit standards; Understands and follows instructions correctly; Plans, organized, prioritizes, and coordinates workload; Meets due dates; Manages time effectively; Maintains and supports department core values.

EXCEEDS STANDARDS

Demonstrates exceptional compliance/knowledge of current laws, City regulations, Department policy/procedure, and Unit standards; Superior understanding of instructions by following them to the next logical step; Exceptional skills at planning, organizing, prioritizing, and coordinating workload; Consistently meets due dates; Volunteers for assignments, maintains a 'can do' attitude.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy has a remarkable work ethic that can be seen in his day to day supervision of JNET. He leads by setting an example of aspiring for excellence and professionalism. During this rating period Sgt. Murphy has again proven himself to be effective and flexible in working around the unpredictable hours of drug enforcement operations and meeting the unfilled staffing needs of Patrol. Over the last year, the JNET office went through a complete remodel; his resourceful work on this remodel saved the department time and money.

APPEARANCE AND GROOMING

The extent to which an employee presents a professional image, likely to make a favorable impression and inspire confidence and respect.

NEEDS IMPROVEMENT

Frequently has been found to be inappropriately or untidily dressed; Does not comply with standards as set forth in Department policy; Does not meet common hygiene standards.

MEETS STANDARDS

Maintains a clean, well groomed, professional appearance; Complies with standards set forth in Department policy; Exercises good personal hygiene.

EXCEEDS STANDARDS

Consistently creates a favorable impression; General appearance is above standard; Sets an example for others and brings credit to the Department.

Narrative: ☐ Additional Page(s) Attached

During this rating period, Sgt. Murphy primarily worked in a covert unit and rarely had occasion to be in a patrol uniform. However, even in his covert assignment he presents a professional image that reflects favorably upon the Centralia Police Department and sets an example for the Task Force Officers assigned to JNET.

CUSTOMER SERVICE

The extent to which an employee conducts themselves in a manner that promotes good public relations; Provides good customer service; Brings credit to the Department, exhibiting courtesy, integrity, respect, fairness, excellence, and professionalism; Works to improve the quality of life and/or the delivery of service through positive interaction with others.

NEEDS IMPROVEMENT	MEETS STANDARDS	EXCEEDS STANDARDS
☐	☐	☒
Conducts themselves in a manner likely to produce complaints or claims; Exhibits behavior likely to bring discredit to the Department through rudeness, disrespect, prejudice, callousness, or unprofessionalism; Fails to treat others with dignity and respect; inconsistent in providing quality assistance, options, or referrals to other service areas.	Displays courtesy, fairness, and a willingness to serve the public in a manner that showed devotion to Department principles and values; Was polite, tactful, considerate, and respectful of others; Worked to leave people with the feeling that the employee was interested in helping them; Concludes activity with the customer by either resolving the request for service, providing other options, or referring to other service areas.	Conducts themselves in a manner that instills confidence in the general public; Makes an impression of professionalism on peers, supervisors, and the public; Demonstrates exceptional tact, courtesy, and respect in volatile situations; Provides assistance to customers that was above and beyond that expected for the position.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy's desire to provide good customer service was best illustrated in his desire to work with the JNET stakeholders like Chehalis PD and the Prosecuting Attorney's Office. During this rating period he assisted the Chehalis PD with a Controlled Substance initial response and investigation. He regularly find opportunities to assist others, e.g., the FBI with their power station attacks in the Northwest, DOC Detective Gunsolley with his K9, Grays Harbor SO with their Oakley Carlson investigation, etc.... He goes beyond seeking what is good - he seeks what is best for our community and the communities around Centralia.

DECISION MAKING / JUDGMENT

Extent the employee analyzes situations and available facts; Takes appropriate, logical, and timely action without direction or prompting; identifies the impact on the community, victim, agency, and fellow employees; Uses problem solving techniques to improve the delivery of services and/or quality of life.

NEEDS IMPROVEMENT	MEETS STANDARDS	EXCEEDS STANDARDS
☐	☐	☒
Had to be continually prompted; Required frequent supervision; Has difficulty finding appropriate solutions to routine problems; Frequently has difficulty gathering appropriate information to resolve situations within the scope of their responsibility; Fails to make decisions or makes decisions without considering their consequences.	Accurately and objectively identifies problems; Makes timely, sound decisions based on available information; Anticipates problems and takes action to avoid or resolve them; Requires minimal guidance; considered the potential impacts of decisions made; Uses effective problem solving to improve the delivery of services and/or quality of life.	Demonstrates exceptional insight and analytical ability in complex situations; Conclusions and actions are consistently reliable; Demonstrates in-depth knowledge of community, crime related, or administrative issues; Utilizes stakeholders, including community members, as partners in problem-solving processes which results in long-term solutions and/or improvement in police services.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy regularly demonstrates exceptional insight and analytical ability as the supervisor assigned to responsible for the JNET. He maintains a working knowledge of the cases assigned to Task Force Officers and keeps command staff appropriately informed. Sgt. Murphy is exceptional at navigating the complex relationship between JNET and other jurisdictions within Lewis County. He ensures assistance is provided when requested and information is provided for other jurisdictions to take action on.

INTERPERSONAL RELATIONS/ETHICS

The employee's effectiveness in dealing with internal and external customers, peers, and supervisors; The extent to which the employee seeks to help others by providing support and assistance; Seeks the contributions of others; Demonstrates commitment to team goals; Recognizes and understands the needs of others with whom he/she works; Accepts interpersonal differences; Establishes and maintains positive relations; Develops trust and rapport; Displays tact, courtesy, and good judgment in dealing with others; Demonstrates personal and professional ethics.

NEEDS IMPROVEMENT	MEETS STANDARDS	EXCEEDS STANDARDS
☐ Fails to seek the opportunity to provide support and assistance to others; Does not seek contributions of others; Does not demonstrate commitment to team goals; Significantly lacks tact, courtesy and good judgment; Fails to treat others with dignity and respect; Repeats rumors and innuendos; Allows differences with others to disrupt work; Does not comply with City/Department harassment policy.	☐ Consistently sought to help others by providing support and assistance; Actively listens to and sought the contributions of others; Demonstrates commitment to team goals; Displays tact, courtesy, and good judgment; Maintains effective, cooperative relationships; Treats others with respect; Does not partake in spreading rumors or innuendos; Complies with City/Department harassment policy; Conducts themselves in an ethical manner which brings credit to the Department and community.	☒ Provides direction and support to others; Encourages and supports contributions of others; Willingly assumes additional responsibilities to meet team goals; Promotes fair and equal treatment of others; Demonstrates exceptional tact, courtesy, and good judgment in difficult or volatile situations; Excels at developing, maintaining and promoting effective relationships; Treats others with the highest levels of dignity and respect; Works to prevent the spread of rumors, tracking them to their source; Actively supports the City/Department harassment policy in all situations; Demonstrates, supports, and influences others to meet and exceed ethical standards which bring credit to the Department and community.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy is remarkably effective in dealing with external partners, peers, and supervisors. He is always willing to help others by providing support and assistance. He demonstrates a commitment to JNET and Centralia PD goals, and seeks the contributions of others to make the best decisions for supervising JNET. During this rating period Sgt. Murphy has demonstrated exceptional judgment in responding to volatile situations in Centralia and Chehalis, aiding patrol to bring safe resolutions to these situations. Examples include the response to the active shooter threat as W.F. West in May of 2023, working with Chehalis PD on the overdoes in Greenhill in November of 2022, and the Controlled Substance Homicide in Boistfort in December of 2022.

ATTENDANCE

The extent to which an employee is on time and prepared for assigned shifts and details; Gains approval for actions, overtime or time off, outside their normal activities.

NEEDS IMPROVEMENT	MEETS STANDARDS	EXCEEDS STANDARDS
☐ Frequently late or unprepared for assigned shifts or special details; Late or fails to appear for assigned shifts or details; Does not gain prior approval for overtime activities.	☐ Consistently on time and prepared for assigned shifts and special details; Gains prior approval to take time off or work overtime.	☒ Consistently on time or early and prepared prior to assigned shifts and special details; Keeps supervisor aware of potential time off or overtime; Consistently gains prior approval for time off or overtime.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy consistently displays the desire to meet the mission of the Centralia Police Department by being prepared for his assignments. He regularly accepts overtime to assist patrol staffing needs and is ready to provide help where needed with the resources he is responsible for supervising.

COMMENDATIONS/COMPLAINTS

COMMENDATIONS/COMPLAINTS:

☐ Additional Page(s) Attached

#1

#2

SUSTAINED CITIZEN COMPLAINTS/ADMINISTRATIVE INVESTIGATIONS:

☐ Additional Page(s) Attached

#1 Type:
 Violation/Deficiency
 N/A

Corrective Action

Remedial Training

ACHIEVEMENT OF GOALS FROM LAST RATING PERIOD

☐ Additional Page(s) Attached

Sgt, Murphy completed the necessary qualifications to be an Independent Investigation Team Qualified Lead Investigator even though the CPD was unable to joining the Capitol Metro Team.

GOALS ESTABLISHED FOR THIS RATING PERIOD

☐ Additional Page(s) Attached

Working with JNET Stakeholders to update the JNET Policy.

EMPLOYEE PERFORMANCE APPRAISAL - SERGEANT

SCENE SUPERVISION AND MANAGEMENT

Extent the employee provides effective supervisory oversight at tactical and crime scenes; Displays knowledge of modern and current police methods, procedures, and case law; Insures that Officers are dispatched to crime scenes or other locations where police service is required; Coordinates investigations involving several Officers; Participates in achieving of the Department's goals and values.

NEEDS IMPROVEMENT ☐	MEETS STANDARDS ☐	EXCEEDS STANDARDS ☒
Fails to provide oversight at scenes; Does not properly allocate resources where needed; Is not current of proper methods or procedures of police conduct; Fails to manage resources and personnel to respond to locations needing police service; Does not coordinate the activities of multiple officers on calls; Does not take proper actions to meet the Department's goals of public safety and crime suppression.	Routinely provides effective oversight at scenes; Properly utilizes the resources and staff available at scenes; Stays current on and uses proper police methods and procedures; Monitors calls for service and allocates personnel to respond according to priority; Coordinates multiple officers on a single investigation by assigning appropriate tasks and determining the level of personnel needed; Takes proper and prudent actions to meet the Department's goals of public safety and crime suppression.	Demonstrates exceptional skills in scene management; Always considers the tasks to be accomplished and matches with the skills of the personnel and resources present; Considers how changes in police methods and procedures may effect future events; Is continually diligent in monitoring calls for service and allocating resources to handle according to priority; Quickly ensures all officers at a single scene have appropriately assigned tasks; Continually monitors the number of personnel at a single scene to determine appropriate numbers needed; Anticipates future needs to meet the Department's goals of public safety and crime suppression.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy strives to stay current best practice tactics and crime scene management. An example is the February 2023 standoff in the 1100 Block of Eckerson. This incident occurred on a Sunday and Sgt. Murphy responded to helped take control of the scene. This was an event that lasted over 12 hours and Sgt. Murphy took a lead role in securing the east side of the property. Murphy regularly conducts tactical operations briefings and oversees the safety of JNET staff on search warrants, high risk vehicle stops, and informant operations.

ASSIGNMENT/REVIEW OF WORK

Extent the employee schedules, organizes, and supervises the daily assignments of subordinates; Assigns work equitably; Reviews all investigations and other activity reports; Provides recommendations and suggestions to ensure accuracy and thoroughness; Effectively and properly delegates appropriate work; Completes assigned projects.

NEEDS IMPROVEMENT ☐	MEETS STANDARDS ☒	EXCEEDS STANDARDS ☐
Fails to manage schedule to allow adequate levels of staffing; Fails to organize available staffing for daily activities; Does not provide appropriate assignments to subordinates; Demonstrates favoritism in assignment of work; Does not complete timely review of investigations and reports; Does not provide recommendations or suggestions to improve inaccurate or incomplete reports; Does not delegate appropriate assignments to subordinates; Delegates inappropriate assignments to subordinates; Regularly fails to complete assigned	Manages schedule to maintain adequate levels of staffing; organizes available staffing for daily activities; Provides appropriate assignments to subordinates; Assigns work in a fair and impartial manner; Reviews all investigations and completed reports to ensure accuracy and completeness; Provides relevant recommendations and suggestions to Officers to improve accuracy and thoroughness; Delegates assignments to subordinates which match their capabilities and positions; Completes majority of projects by due dates; Completed projects are accurate and	Regularly monitors schedule to provide adequate staffing levels and looks ahead to find and solve potential schedule conflicts; Organizes available staffing for daily activities; Provides direction in assignments to subordinates to address current problems and trends; Ensures work load is shared fairly among all subordinates; Completes review of all investigations and reports in a timely manner; Ensures all completed reports are accurate and complete; Provides training to address common errors and improve accuracy of reports; Uses delegated assignments to train/mentor subordinates and improve their capabilities; Completes

projects by the due date; Assigned projects are inaccurate or in unfinished state when completed.	thorough.	all projects on or before due dates; All completed projects are accurate and thorough; Has taken assigned projects to next logical step and provided suggestions to improve.
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Narrative: ☐ Additional Page(s) Attached

Staffing issues in JNET during the 2022-2023 rating period has created challenges with workloads. JNET is down one Centralia Detective and the Chehalis Detective was gone over half of the rating period; the JNET office remodel was an additional load. Staffing reductions required slowing down operations to avoid an administrative overload. During this rating period, Sgt. Murphy was often overloaded to the point of having discussions about reducing his workload. His dedication to his staff's safety and well being does not waiver but he does need to be reminded not to overload himself.

TRAINING/EVALUATING SUBORDINATES

Extent the employee provides in-service training; Conducts event debriefings; Implements Department policies and procedures; Documents performance; Completes evaluations.

NEEDS IMPROVEMENT	MEETS STANDARDS	EXCEEDS STANDARDS
☐ Fails to identify and address training needs; Provides training (formal or informal) contrary to current best practices, procedures, and policies; Fails to conduct debriefings after critical incidents; Does not actively participate in debriefings; Fails to require subordinates to follow Departmental procedures and policies; Fails to identify and remediate performance deficiencies; Fails to document exemplary or substandard performance; Completes evaluations that are biased or unfair; does not complete required evaluations.	☒ Provides regular in-service training on best practices, procedures, and policies; Conducts debriefings after critical and major incidents; Maintains discipline and insures that Department rules and policies are followed; Appropriately documents exemplary or substandard performance; Provides remediation strategies to improve performance deficiencies; Completes evaluations following fair and impartial guidelines; Completes evaluations on time.	☐ Proactive in identifying and addressing potential training needs; Provides in-service training on most current best practices, procedures, and policies; Encourages subordinates to provide training; Regularly conducts debriefings on incidents to identify areas of potential improvement; Maintains discipline and insures that Department rules and policies are followed; Uses documentation of exemplary or substandard performance to bring about desired changes in work habits; Completes in-depth evaluations that are fair and impartial; Carefully considers the interests of the Department and the subordinate when completing evaluations; Evaluations are completed on time or early.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy is always willing to help in training when needed. He ensures JNET maintains a high level of training in both tactics and investigations.

LEADERSHIP

Extent the employee sets a positive example for others through leadership, integrity, efficiency, and knowledge; Mentors and motivates staff; Provides positive employee relations and interaction; Fosters positive work environment; Deals with others fairly and honestly; Encourages open discussions

NEEDS IMPROVEMENT	MEETS STANDARDS	EXCEEDS STANDARDS
☐ Employee fails to follow Code of Ethics; Uses position for personal gain; Participates in an environment of retaliation, discrimination, intimidation, coercion, or harassment; Does not keep job skills and knowledge current and relevant; Displays unprofessional conduct in dealing with employees; Does not address workplace conflicts; Creates negative work environment; Is dishonest or unfair towards others; Denigrates the ideas and opinions of others.	☐ Employee follows Code of Ethics; Prevents retaliation, discrimination, intimidation, coercion, and harassment; Keeps job skills and knowledge current and relevant; Makes self available to staff; Works to maintain positive work environment; Encourages discussion and resolution of concerns to and between employees; Uses conflict resolution skills to resolve workplace conflicts; Is fair and honest in their professional dealings with others; Encourages open discussions.	☒ Employee sets exemplary examples of actions and conduct; Follows Code of Ethics in professional life; Actively discourages retaliation, discrimination, intimidation, coercion, or harassment; Continually seeks to improve job skills and knowledge; Understands and meets obligation of maintaining positive work environment; Available to discuss issues and resolve problems; Superior conflict resolution skills in identifying and preventing workplace conflicts; Is recognized for fairness; encourages open discussions and acts as an advocate for staff, where appropriate.

Narrative: ☐ Additional Page(s) Attached

Sgt. Murphy is a strong and passionate leader who supports the mission of the Centralia Police Department and the staff he is responsible for supervising. He has been the assigned supervisor for JNET in 2019. He successfully leads the day

to do operations of JNET and during this rating period he was called on by the DEA to be their acting supervisor (May - June 2023). Undoubtedly, the DEA's supervision delegation was a reflection of Sgt. Murphy's dedication to the Law Enforcement Code of Ethics and his leadership ability. Sgt. Murphy's leadership is a credit to the City of Centralia and the Centralia Police Department.

TRAINING RECEIVED

☐ Additional Page(s) Attached

Sgt. Murphy completed: WSPCA Police Canine Instructor Training, multiple Department of Justice administrative training courses, and attended the 2023 WSNIA training.

POLICY / PROTOCOL REVIEW

I have read and believe that I have a working knowledge and understanding of the following:

Tom
Initial

07/31/23
Date

City Computer Protocols
Chapter 11, 11.1 - 11.3F

Tom
Initial

07/31/23
Date

City Personnel Rules and Regulations
City of Centralia Intranet, Personnel, Personnel Policy Manual

Tom
Initial

07/31/23
Date

City Customer Service Policy
Chapter 8, 8.1 a-b

Tom
Initial

07/31/23
Date

City Rules on Equipment Use
Chapter 8, 8.5

Tom
Initial

07/31/23
Date

Current Collective Bargaining Agreement
City of Centralia Intranet, Personnel, Collective Bargaining Unit Agreements

Tom
Initial

07/31/23
Date

City and Department Harassment Policies
Chapter 1, 1.4 a-e

Tom
Initial

07/31/23
Date

Department Policy on Use of Force
Lexipol Policy 300

Tom
Initial

07/31/23
Date

I know how to file a complaint/grievance.
Collective Bargaining agreement (Commissioned)
Article 36, 26.1-36.4
CBA Clerical) Article 37, 37.1-37.5

Tom
Initial

07/31/23
Date

I recognize the Chief of Police and City's commitment to maintaining a safe and harassment free environment.

Tom
Initial

07/31/23
Date

I have not been and am not aware of others that have been the subject of unreported harassment.

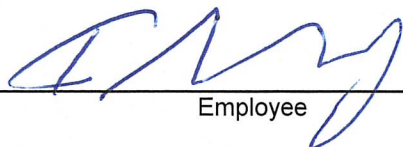
Tom
Initial

07/31/23
Date

My supervisor has provided information on where to obtain these policies.
Lexipol
City of Centralia intranet-Personnel

SIGNATURES

I have read and reviewed this report, including the attached addendum, and it has been discussed with me. I understand my signature does not necessarily indicate agreement with the ratings. I understand I have the right to submit written comments within thirty days and they shall be affixed to this evaluation.


Employee

07/31/2023
Date

Yes

DM
No

I wish to discuss this evaluation or other matters with someone other than my rating supervisor.

This evaluation is based upon my observation and knowledge. It represents my best judgment of the employee's performance.


Rating Supervisor

7-31-23
Date


Commander

7-31-23
Date


Chief of Police

8-7-2023
Date

REVIEWER'S COMMENTS

☐ Additional Page(s) Attached