

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: BEATTIE

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Communication Skills (10% of Total Score)</b>	Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0	Score: <u>8.9</u>
<b>Judgement/Decisiveness (20% of Total Score)</b>	Willing to make decisions Able to develop appropriate solutions and take action to commit oneself
Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0	Score: <u>18.0</u>
<b>Leadership (10% of Total Score)</b>	Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0	Score: <u>9.0</u>



# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: BEATTIE

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>8.5</u>
<b>Strengths (+)</b> Knowledge Honesty Experience	<b>Weaknesses (-)</b> Ability to relate to Chief	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others.
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>44.9</u>
<b>Final Score</b>		<div style="border: 1px solid black; display: inline-block; padding: 5px;"> <u>89.3</u> </div>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** Sgt. Jon Green

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p>   <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Organized            Persuasive            Able to Express            Ideas clearly and            logically            Consider Written and            Oral communications</p> <p style="text-align: right;">Score: <u>8.9</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p>   <p>Unfavorable 0.0 - 14.0            Marginal 14.1 - 15.9            Good 16.0 - 17.9            Outstanding 18.0 - 20.0</p>	<p>Willing to make            decisions            Able to develop            appropriate solutions            and take action to            commit oneself</p> <p style="text-align: right;">Score: <u>18.3</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p><i>Natural leader            can rally others</i></p> <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Command Presence            Bearing            Self Confidence            Ability to assume            lead in the Derry            Police Department</p> <p style="text-align: right;">Score: <u>9.3</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** Sgt. Jon Green

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>8.9</u>
<b>Strengths (+)</b> Skills, Knowledge Experience	<b>Weaknesses (-)</b> Lack of Trust of Administration	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>44.9</u>
<b>Final Score</b>		<span style="font-size: 1.5em;">90.3</span>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: CHAREWICZ

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Communication Skills (10% of Total Score)</b> <i>STRONG ORAL COMMUNICATION SKILLS -</i>	<input checked="" type="checkbox"/> Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0	Score: <u>8.4</u>
<b>Judgement/Decisiveness (20% of Total Score)</b> <i>HAS A GOOD UNDERSTANDING OF THE JOB AND APPLIES THIS TO DECISIONS HE MAKES,</i>	Willing to make decisions Able to develop appropriate solutions and take action to commit oneself
Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0	Score: <u>17.0</u>
<b>Leadership (10% of Total Score)</b>	Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0	Score: <u>9.0</u>

## Derry Police Department Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houls

**Position:** Sergeant

**Rater:** CHAREWICZ

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>  Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Actively influences events Originates action rather than respond to event A self-starter  Score: <u>8.0</u>
<b>Strengths (+)</b>	<b>Weaknesses (-)</b>	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>  Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Overall ability to perform the tasks required at the position Displays characteristics needed for position  Score: <u>41.0</u>
<b>Final Score</b>		<u>83.4</u>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: COONEY

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p>   <p>Unfavorable 0.0 - 7.0          Marginal 7.0 - 7.9          Good 8.0 - 8.9          Outstanding 9.0 - 10.0</p>	<p>Organized          Persuasive          Able to Express          Ideas clearly and          logically          Consider Written and          Oral communications</p> <p style="text-align: right;">Score: <u>9.5</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p>   <p>Unfavorable 0.0 - 14.0          Marginal 14.1 - 15.9          Good 16.0 - 17.9          Outstanding 18.0 - 20.0</p>	<p>Willing to make          decisions          Able to develop          appropriate solutions          and take action to          commit oneself</p> <p style="text-align: right;">Score: <u>17.8</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p>Shows ability to lead people          BUT IN WHAT DIRECTION: Dept or Personnel</p>  <p>Unfavorable 0.0 - 7.0          Marginal 7.0 - 7.9          Good 8.0 - 8.9          Outstanding 9.0 - 10.0</p>	<p>Command Presence          Bearing          Self Confidence          Ability to assume          lead in the Derry          Police Department</p> <p style="text-align: right;">Score: <u>9.0</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** \_\_\_\_\_

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>8.5</u>
<b>Strengths (+)</b> Knowledge Experience	<b>Weaknesses (-)</b> Personal issues	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>44.0</u>
<b>Final Score</b>		<div style="border: 1px solid black; display: inline-block; padding: 10px 20px; font-size: 1.5em;">88.8</div>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: Freake

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p> <p style="font-size: 1.2em; margin-left: 40px;"><i>Hot tempered, over bearing</i></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications</p> <p style="text-align: right;">Score: <u>5</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p>Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0</p>	<p>Willing to make decisions Able to develop appropriate solutions and take action to commit oneself</p> <p style="text-align: right;">Score: <u>7</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p style="font-size: 1.2em; margin-left: 40px;"><i>has told the Lt. He only wants to finish his career as a Sgt. Does not like the Dept. of the Chief.</i></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department</p> <p style="text-align: right;">Score: <u>0</u></p>

## Derry Police Department Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** Fade

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>  Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Actively influences events Originates action rather than respond to event A self-starter  Score: <u>5</u>
<b>Strengths (+)</b>	<b>Weaknesses (-)</b> <i>close minded</i>	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b> <i>It advised m. Houle could care less about this job</i>		Overall ability to perform the tasks required at the position Displays characteristics needed for position  Score: <u>0</u>

**Final Score**

17

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** ERIC KESTER

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p>   <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Organized            Persuasive            Able to Express            Ideas clearly and            logically            Consider Written and            Oral communications</p> <p style="text-align: right;">Score: <u>10.0</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p>   <p>Unfavorable 0.0 - 14.0            Marginal 14.1 - 15.9            Good 16.0 - 17.9            Outstanding 18.0 - 20.0</p>	<p>Willing to make            decisions            Able to develop            appropriate solutions            and take action to            commit oneself</p> <p style="text-align: right;">Score: <u>20.0</u></p>
<p><b>Leadership (10% of Total Score)</b></p>   <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Command Presence            Bearing            Self Confidence            Ability to assume            lead in the Derry            Police Department</p> <p style="text-align: right;">Score: <u>10.0</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** ERIC KESTER

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>  Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Actively influences events Originates action rather than respond to event A self-starter  Score: <u>9.5</u>
<b>Strengths (+)</b>	<b>Weaknesses (-)</b>	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (60% of Total Score)</b>  Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Overall ability to perform the tasks required at the position Displays characteristics needed for position  Score: <u>45.0</u>
<b>Final Score</b>		<div style="border: 1px solid black; display: inline-block; padding: 5px;"> <u>94.5</u> </div>

40.0  
 45.0  
9.5  
 94.5

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: **Patrolman Michael Hoale**

Position: **Sergeant**

Rater: MARSHALL

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b>            GOOD ORAL COMMUNICATION            EXPRESSES IDEAS CLEARLY</p> <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Organized            Persuasive            Able to Express            Ideas clearly and            logically            Consider Written and            Oral communications</p> <p>Score: <u>8.9</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p>Unfavorable 0.0 - 14.0            Marginal 14.1 - 15.9            Good 16.0 - 17.9            Outstanding 18.0 - 20.0</p>	<p>Willing to make            decisions            Able to develop            appropriate solutions            and take action to            commit oneself</p> <p>Score: <u>17.0</u></p>
<p><b>Leadership (10% of Total Score)</b>            QUESTION LOYALTY TO THE DEPT.            MANAGEMENT, AND IF HE WILL            HAVE ABILITY TO CARRY OUT            GOALS OF P.D. IF HE DISAGREES</p> <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Command Presence            Bearing            Self Confidence            Ability to assume            lead in the Derry            Police Department</p> <p>Score: <u>7.9</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** MARSHALL

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>  Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Actively influences events Originates action rather than respond to event A self-starter  Score: <u>8.2</u>
<b>Strengths (+)</b>	<b>Weaknesses (-)</b>	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b> QUESTION ABILITY TO CARRY OUT THE GOALS OF THE DEPT.		Overall ability to perform the tasks required at the position Displays characteristics needed for position  Score: <u>38</u>
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		<b>Final Score</b> <span style="float: right; border: 1px solid black; padding: 5px; font-size: 1.5em;">80</span>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** MORAN

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p>   <p>Unfavorable 0.0 - 7.0          Marginal 7.0 - 7.9          Good 8.0 - 8.9          Outstanding 9.0 - 10.0</p>	<p>Organized          Persuasive          Able to Express          ideas clearly and          logically          Consider Written and          Oral communications</p> <p style="text-align: right;">Score: <u>9.5</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p style="font-size: 1.2em; font-style: italic;">SPOT ON DECISIVENESS PRACTICE ON HOT CALLS</p> <p>Unfavorable 0.0 - 14.0          Marginal 14.1 - 15.9          Good 16.0 - 17.9          Outstanding 18.0 - 20.0</p>	<p>Willing to make          decisions          Able to develop          appropriate solutions          and take action to          commit oneself</p> <p style="text-align: right;">Score: <u>19.5</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p style="font-size: 1.2em; font-style: italic;">OUTSTANDING LEADER</p> <p>Unfavorable 0.0 - 7.0          Marginal 7.0 - 7.9          Good 8.0 - 8.9          Outstanding 9.0 - 10.0</p>	<p>Command Presence          Bearing          Self Confidence          Ability to assume          lead in the Derry          Police Department</p> <p style="text-align: right;">Score: <u>9.7</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: Moore

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>  Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Actively influences events Originates action rather than respond to event A self-starter   Score: <u>8.5</u>
<b>Strengths (+)</b> Skills Knowledge Experience	<b>Weaknesses (-)</b> Disorganized Admin	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b> - Competent for Admin & Direction of Dept - Will Have Very Difficult Time Following Direction of Chief & Capts		Overall ability to perform the tasks required at the position Displays characteristics needed for position   Score: <u>37</u>
<b>Final Score</b>		<u>84.2</u>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** Morelli

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p> <p style="text-align: center;"><i>However he does need to express a Pos Image to Assoc. &amp; Public</i></p>	<p>Organized <u>Persuasive</u> Able to Express Ideas clearly and logically Consider Written and Oral communications</p> <p>Score: <u>8.7</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p>Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0</p>	<p>Willing to make decisions Able to develop appropriate solutions and take action to commit oneself</p> <p>Score: <u>16</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p> <p style="text-align: center;"><i>He is not afraid to make decisions.</i></p>	<p>Command Presence <u>Bearing</u> <u>Self Confidence</u> Ability to assume lead in the Derry Police Department</p> <p>Score: <u>8.5</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: **Patrolman Michael Houle**

Position: **Sergeant**

Rater: Morelli

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>8.0</u>
<b>Strengths (+)</b> <i>Time on the Job</i>	<b>Weaknesses (-)</b> <i>Needs to be open minded to other ideas.</i>	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>42.9</u>
<i>Needs to serve the public through the actions of the Chief of Police</i>  <i>If he applies himself he can do a great job</i>		<b>Final Score</b>
		<u>84.1</u>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: **Patrolman Michael Houle**

Position: **Sergeant**

Rater: MVISE

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p> <p style="text-align: center; font-style: italic;">Good communication skills</p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications</p> <p style="text-align: right;">Score: <u>8</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p style="text-align: center; font-style: italic;">MAKES GOOD DECISIONS AT CRISIS FOR SERVICE</p> <p>Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0</p>	<p>Willing to make decisions Able to develop appropriate solutions and take action to commit oneself</p> <p style="text-align: right;">Score: <u>16.5</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department</p> <p style="text-align: right;">Score: <u>8.3</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: MUSE

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>8.5</u>
<b>Strengths (+)</b> KNOWLEDGE, HAS THE ABILITY TO BE A SGT.	<b>Weaknesses (-)</b>	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>41</u>
<b>Final Score</b>		<u>80.3</u>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** Michael Murney

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p> <p style="text-align: center; font-style: italic;">Very organized</p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications</p> <p style="text-align: right;">Score: <u>9.5</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p>Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0</p>	<p>Willing to make decisions Able to develop appropriate solutions and take action to commit oneself</p> <p style="text-align: right;">Score: <u>19</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p style="text-align: center; font-style: italic;">great leader.</p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department</p> <p style="text-align: right;">Score: <u>10</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** Michael Muncay

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>10</u>
<b>Strengths (+)</b> + Great Experience + Great Leader	<b>Weaknesses (-)</b> Needs to be more open minded	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>45</u>

**Final Score**

93.5

**Derry Police Department**  
**Staff Evaluation Rater's Report**

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** SMITH

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Communication Skills (10% of Total Score)</b>	Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0	Score: <u>8</u>
<b>Judgement/Decisiveness (20% of Total Score)</b>	Willing to make decisions Able to develop appropriate solutions and take action to commit oneself
Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0	Score: <u>16</u>
<b>Leadership (10% of Total Score)</b>	Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0	Score: <u>8</u>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant

Rater: SMITH

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>8</u>
<b>Strengths (+)</b> KNOWLEDGE EXPERIENCE	<b>Weaknesses (-)</b> POOR ATTITUDE	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
HIS INABILITY TO WORK WITH UPPER MANAGEMENT HAMPERS HIS SUITABILITY FOR THE POSITION.		Score: <u>35</u>
<b>Final Score</b>		<u>75</u>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** LT. O'DRISCOLL

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications</p> <p style="text-align: right;">Score: <u>8.5</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p>Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0</p>	<p>Willing to make decisions Able to develop appropriate solutions and take action to commit oneself</p> <p style="text-align: right;">Score: <u>15.8</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p>DET. Houle has told me he wants to be bought out and leave. DET. Houle believes that decisions are made dragging people and not in the best interest of the DEPT.</p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department</p> <p style="text-align: right;">Score: <u>7.0</u></p>

## Derry Police Department Staff Evaluation Rater's Report

Candidate: **Patrolman Michael Houle**

Position: **Sergeant**

Rater: AT. Jurek

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>7.5</u>
Strengths (+) <u>Job Skills</u>	Weaknesses (-) <u>Attitude</u>	Skills; Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>37.5</u>
<b>Final Score</b>		<u>76.3</u>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Position: Sergeant  
Rater: Capt. Thomas

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<p><b>Communication Skills (10% of Total Score)</b>  <i>Houle tends to argue his issues to the exclusion of anyone else's opinions/information. He has submitted reports months after conducting the investigation relying on recent notes and memory, thus calling into question their accuracy. There are occasions where his conclusions are not logically thought out so they are not on point or miss the point. Houle frequently circumvents the chain of command.</i></p> <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Organized            Persuasive            Able to Express ideas clearly and logically            Consider Written and Oral communications</p> <p>Score: <u>5.0</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b>  <i>Houle's judgement is questionable when it comes to personnel matters especially. He commits to the decisions he makes though they are founded on poor judgement. His solutions to most problems involve expenditures of Department Funds without regard for the Tax payer and budget. Houle has resisted the direction he's been given by his Supervisor opting instead to substitute his decisions over his bosses. He is highly critical of DPD on a regular basis.</i></p> <p>Unfavorable 0.0 - 14.0            Marginal 14.1 - 15.9            Good 16.0 - 17.9            Outstanding 18.0 - 20.0</p>	<p>Willing to make decisions            Able to develop appropriate solutions and take action to commit oneself</p> <p>Score: <u>5.0</u></p>
<p><b>Leadership (10% of Total Score)</b>  <i>A key for effective leadership is the support of the Derry Police Department and its mission. Houle does not support DPD and fails to work toward our mission. This makes it impossible for him to assume a role where his task is to get others to support DPD and our mission. In a para-military organization members need to be able to follow orders and accept direction. Houle has difficulty with this.</i></p> <p>Unfavorable 0.0 - 7.0            Marginal 7.0 - 7.9            Good 8.0 - 8.9            Outstanding 9.0 - 10.0</p>	<p>Command Presence            Bearing            Self Confidence            Ability to assume lead in the Derry Police Department</p> <p>Score: <u>0.0</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: Patrolman Michael Houle

Rater: Capt. Thomas Position: Sergeant

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b> Houle takes little initiative on his current assignment. His supervisor has had to prompt and remind him to get his work done in a timely manner. He is a self-starter for issues outside of D.P.D. but doesn't apply that ethic for issues characteristic to his work. He tends to put his efforts into work he is interested in doing rather than all of his assigned tasks. He ignores some of his assigned tasks.		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>7.0</u>
<b>Strengths (+)</b> Some technical det. skills for crime scene process Job knowledge at his current level.	<b>Weaknesses (-)</b> Lacks appropriate drive Attitude often reflects his personal issues Doesn't relate well with super's and other authority	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b> Houle is not suitable for a supervisory role in the Derry Police Department at this time. He needs to decide if he is willing to get promoted and then actually work toward it by demonstrating his loyalty to the organization and a higher level of understanding of our role & responsibility in the community.		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>0.0</u>
<b>Final Score</b>		<div style="font-size: 2em; font-weight: bold;">17.0</div>

# Derry Police Department

## Staff Evaluation Rater's Report

Candidate: **Patrolman Michael Houle**

Position: **Sergeant**

Rater: T.W.S.

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section:

<p><b>Communication Skills (10% of Total Score)</b></p> <p><i>- able to express ideas clearly</i> <i>- good written report skills</i></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Organized Persuasive Able to Express Ideas clearly and logically Consider Written and Oral communications</p> <p style="text-align: right;">Score: <u>8.2</u></p>
<p><b>Judgement/Decisiveness (20% of Total Score)</b></p> <p><i>- not afraid to make a decision</i></p> <p>Unfavorable 0.0 - 14.0 Marginal 14.1 - 15.9 Good 16.0 - 17.9 Outstanding 18.0 - 20.0</p>	<p>Willing to make decisions Able to develop appropriate solutions and take action to commit oneself</p> <p style="text-align: right;">Score: <u>16</u></p>
<p><b>Leadership (10% of Total Score)</b></p> <p><i>- confident</i></p> <p>Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0</p>	<p>Command Presence Bearing Self Confidence Ability to assume lead in the Derry Police Department</p> <p style="text-align: right;">Score: <u>8.2</u></p>

# Derry Police Department

## Staff Evaluation Rater's Report

**Candidate:** Patrolman Michael Houle

**Position:** Sergeant

**Rater:** \_\_\_\_\_

Use the space below each major heading to note comments explaining the rating given in each section. Note the appropriate score in the space provided. When assessing the candidate, consider the items listed to the right of the section.

<b>Initiative (10% of Total Score)</b>		Actively influences events Originates action rather than respond to event A self-starter
Unfavorable 0.0 - 7.0 Marginal 7.0 - 7.9 Good 8.0 - 8.9 Outstanding 9.0 - 10.0		Score: <u>8</u>
<b>Strengths (+)</b> experience skills	<b>Weaknesses (-)</b>	Skills, Knowledge, Attitude, Maturity, Energy, Drive, Honesty, Character, Experience, Sincerity, Ability to Relate with others
<b>Suitability for Position (50% of Total Score)</b>		Overall ability to perform the tasks required at the position Displays characteristics needed for position
Unfavorable 0.0 - 35.0 Marginal 35.1 - 39.9 Good 40.0 - 44.9 Outstanding 45.0 - 50.0		Score: <u>42</u>
<b>Final Score</b>		82.4