

MARSHMAN,	MICHAEL	W	25056
LAST NAME	FIRST NAME	INITIAL	BPST #

**CONFIDENTIAL**

**PERSONNEL FOLDER**

CASE NO

MARSHMAN, MICHAEL Wm  
NAME

APRIL 25, 1991  
DATE APPOINTED

25056  
BPST #

POLICE OFFICER  
CLASSIFICATION

[REDACTED]  
DATE OF BIRTH

8731  
GRADE

### ASSIGNMENTS

### PROMOTIONS

DATE	ORDER #	ASSIGNED TO	DATE	ORDER #	RANK
4/25/91	91-32	Academy	09.23	04-14	SERGEANT 09.23.04
7/5/91	91-55	East	12/9	09-20	Lieutenant
9/3/91	91-73	Jrng- Adv Acad	10/10/13	13-08	CAPTAIN 10/10/13
10/28/91	91-79	East			
1-2-92	91-108	North			
5/2/92	92-20	Central			
10-25-92	92-74	Perm. Appt. to Rank / Cent.			
11/4/93	92-85	East			
6/16/94	94-33	SE			
12/29	94-83	MPU / CENTRAL F22			
9-5	96-34	Southeast G24			
4/2	98-18	TRIMET B17			
3/12/99	99-16	TOD EDU Detached	DISCIPLINARY		
5/1/99	99-25	SE G24			
1-3	02-01	TOD/EDU E20	DATE	SUSPENSIONS—REPRIMANDS	
09.23	04-14	EAST AS Sgt. 194			
1/26/05	05-03	No longer assigned EDU / Detached			
6/8/10	06-10	1 AD / Intim. & FICHO			
12/9	09-20	Lieutenant / Dets.			
3/24/11	11-07	CENTRAL - 3/24/11			
10-06	11-17	CNT TOD 10/6/11			
11/18/12	12-17	CHO PIO			
10/10/13	13-08	DOJ / STRATEGIC SERVICES			
		AS CAPTAIN			

# ORDERS COMMENDATIONS

201 file



## CITY OF PORTLAND, OREGON



### Bureau of Police

Tom Potter, Mayor

Rosanne M. Sizer, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

Integrity • Compassion • Accountability • Respect • Excellence • Service

### MEMORANDUM

January 16, 2008

TO: Sergeant Michael Marshman

RE: ACHIEVEMENT MEDAL:

In early 2004, the City of Portland applied to the Department of Homeland Security to serve as a test site for the largest terrorism exercise ever held in the United States. The primary objective was to test top officials' abilities to manage a large-scale disaster. The exercise was awarded to the City of Portland, and in 2007, the Portland Police Bureau began planning for TopOff 4.

It soon became apparent that the task would be daunting and successive planning would require a strong commitment by a core group of leaders. In early 2007, the Portland Police Bureau became engaged in planning for this international event. The core group of leaders learned that:

- The exercise would simultaneously take place in Oregon, Arizona and Guam;
- Approximately 20,000 people would participate in the exercise worldwide with 5,000 people participating in Oregon;
- Delegations from the United Kingdom, Australia and Canada would participate in the Oregon Exercise;
- All federal emergency response agencies would participate.

Under normal operating procedures, it would take around six years of emergency management planning in order to prepare for this scale of exercise. The Portland Police Bureau had six months. The exercise would include a simulated cyber attack taking place on Portland's electronic infrastructure and intelligence gathering that would lead up to a dirty bomb detonation at the exercise site, located at the Portland International Raceway.

This would not only test top officials, but test the Police Bureau's ability to respond to a large-scale weapons of mass destruction incident. Federal Incident Management guidelines would be followed and areas evaluated included: evacuation; shelter; decontamination; containment; command; control and communications; crime scene investigations in a hazardous environment; and overall police response.

Major challenges in planning for the exercise included:

- Balancing real-world police response with exercise limitations;
- Testing our WMD capabilities;



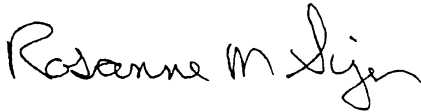
- Staying within budget;
- Maintaining the integrity of the exercise;
- Providing accommodations for support personnel.

Meeting the exercise needs consumed most of the discretionary support staff in the Police Bureau. It was critical that the exercise not impact our ability to provide quality service during routine operational activities. A core group of leaders were chosen to ensure the success of the operation, and you were a primary leader in planning key components of TopOff. Without your dedication and commitment, this exercise would not have been possible.

Two hundred and ninety eight bureau members participated in the exercise and are to be recognized for their contributions to TopOff. Many objectives were met and problem areas identified. The exercise tested our ability to respond to large-scale critical incidents and challenged our agency to work effectively with our mutual aid partners.

**In recognition of your service to the Portland Police Bureau, you are hereby awarded the Achievement Medal.**

Sincerely,

A handwritten signature in cursive script that reads "Rosanne M. Sizer".

ROSANNE M. SIZER  
Chief of Police

**RMS/kmk**

cc: Original to Officer / Mayor's Office / Chief Sizer / A/C Martinek / PIO / IPR / Personnel 201 file / Field 201 file / Post



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

November 9, 1996

MEMORANDUM

TO: **OFFICER RANDY GOTTWALD, BPST#18157**  
**OFFICER MIKE MARSHMAN, BPST#25056**  
Southeast Precinct, Afternoon Relief

RE: **COMMENDATION**  
Administration of C.P.R.

On November 8, 1996, you responded to a family beef at 635 N.E. 84th Avenue. It was a father-daughter problem.

While speaking with the father, he suddenly collapsed and stopped breathing. You immediately summoned medical and began C.P.R. procedures. This process was complicated by the victim having a trach tube for breathing.

You continued your life-saving efforts until the arrival of E.M.S. The victim was transported to Portland Adventist Hospital for further treatment.

You are to be commended for your initiative. Your actions in this case reflect the high standard of performance all Bureau members strive to attain. Thank you for a job well done!

*Mariane I. Heisler*

MARIANE I. HEISLER  
Commander, Southeast Precinct

MIH/BS/ph

cc: ✓ Personnel Division, 201  
Assistant Chief Webber  
PIO Madison  
Lieutenant Haunsperger  
Field 201 file  
Southeast Precinct Council  
POST

PORTLAND  
POLICE BUREAU

SPECIAL REPORT

☒ INFORMATION  
☐ CONTINUATION

☐ CLEARANCE  
☐ SUPPLEMENTAL

PAGE/OF  
1/1

CASE NO.	REFER CASE NO.	CLASSIFICATION
<input type="checkbox"/> 1. UNFOUNDED <input type="checkbox"/> 3. SUSPENDED <input type="checkbox"/> 5. EXCEPTIONAL <input type="checkbox"/> 2. PENDING <input type="checkbox"/> 4. CLR BY ARREST <input type="checkbox"/> 6. REFERRED		ORIGINAL REPORT DATE/TIME THIS REPORT DATE/TIME 11 08 96 1835

LOCATION OF OCCURRENCE  
635 SE 84TH AVE

PERSON CO—Complainant SB—Subject SI—Sick/Injured/Cared For PE—Park Exclusion

CODE	NAME: LAST FIRST MIDDLE	CRN	SEX	RACE	DOB
SI	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

ADDRESS	ZIP	PHONE
635 SE 84TH AVE	97216	255-0036

SUBJECT OF THIS REPORT	PROPERTY RECEIPT NO.
ADMINISTRATION OF C.P.R. TO LISTED SUBJECT	

NARRATIVE/PROPERTY		S—STOLEN	L—LOST	F—FOUND	D—DAMAGED	K—SAFEKEEPING	R—RECOVERED		
(ITEM)	CODE	ITEM	BRAND	MODEL/STYLE	SERIAL NO.	COLOR	ENGRAVINGS/PECULIARITIES	SIZE	VALUE

6 OFF R. GOTTWALD # 18157 - COVER OFFICER

8 INITIAL R/C OF A FAMILY FIGHT AT LISTED ADDRESS

BETWEEN [REDACTED] AND HIS DAUGHTER [REDACTED]

[REDACTED]

WHILE I WAS SPEAKING WITH THE FATHER, HE SUDDENLY

COLLAPSED TO THE FLOOR. HE IMMEDIATELY APPEARED TO BE

HAVING TROUBLE BREATHING. ON THE FLOOR ON HIS HANDS

AND KNEES HE SAID HE DIDNT FEEL WELL. I CALLED FOR

FIRE AND AMBUANCE CODE 3. [REDACTED] ROLLED OVER AND I

NOTICED HE WAS A HEAVY BREATHED; HE HAD A TRACHEA

TUBE. [REDACTED] THEN STOPPED BREATHING. OF GOTTWALD

BEGAN C.P.R. COMPRESSIONS WHILE I WENT OUT TO GET THE

C.P.R. MASK FOR THE TRACHEA TUBE. UPON RETURNING

[REDACTED] WAS BEGINNING TO TURN BLUE ABOUT HIS FACE

AND HIS TONGUE WAS PROTRUDING. WE MANIPULATED

HIS TUBE AND GAVE HIS DAUGHTER TITLED INSTRUCTIONS

OF WHAT TO DO WITH HIS FATHERS TRACHEA TUBE.

FIRE AND E.M.S. ARRIVED, SUCKED [REDACTED] A COUPLE

OF TIMES AND THEN THEY TRANSPORTED HIM TO P.A.

HOSPITAL.

REPORTING OFFICER(S)	BPST	PREC/DIV	RLF/SHFT	ASSN/DIST	SUPERVISOR'S SIGNATURE
[REDACTED]		RS		734	



U.S. Department of Homeland Security  
UNITED STATES SECRET SERVICE

Portland Resident Office  
805 SW Broadway, Suite 520  
Portland, OR 97205

July 26, 2012

Michael Reese  
Chief, Portland Police Bureau  
1111 S.W. 2<sup>nd</sup> Avenue  
Portland, Oregon. 97204

FORWARDED TO 201

Dear Chief Reese:

On behalf of the U.S. Secret Service, I wish to express our sincere gratitude for your Bureau's support during the recent visit of the President of the United States, Barack Obama, to Portland, Oregon. This visit involved many challenges, including near continuous changes, complex motorcade movements, an off the record movement, a large venue and working long hours.

Special Agent Adam Sale, the Lead Agent of this visit, apprised me of the exceptional assistance rendered by the Portland Police Bureau. All of the logistics of protection could not be accomplished without the assistance of other agencies, like the Portland Police Bureau. The dedication to duty and professionalism exhibited by your staff is deeply appreciated.

I would like to make special mention of Commander Robert Day, Commander Michael Crebs, Lieutenant Michael Marshaman, Lieutenant Larry Baird, Sergeant Bret Barnum, and Sergeant Matt Engen. These Portland Police Bureau members were instrumental in the planning and execution stages of the President's visit. Your personnel demonstrated a flexible posture despite multiple changes. Their dedication and professionalism is a credit to and representative of the Portland Police Bureau as a whole.

Again, I wish to convey our gratitude for the support provided by your personnel during this visit. Please express our thanks and appreciation to each member of your staff who was involved. We look forward to continuing the outstanding partnership that exists between the Secret Service and the Portland Police Bureau in support of our protective and investigative missions.

PRNR 273464

Very truly yours,

**JON D. DALTON**

Jon D. Dalton  
Resident Agent in Charge

DOCUMENT  
SCANNED

BHR



U.S. Department of Homeland Security  
UNITED STATES SECRET SERVICE

Portland Resident Office  
805 SW Broadway, Suite 520  
Portland, OR 97205

June 22, 2012

Michael Reese  
Chief of Police  
Portland Police Bureau  
1111 S.W. 2<sup>nd</sup> Avenue  
Portland, Oregon 97204

FORWARDED TO 201

Dear Chief Reese:

I am pleased to be writing again to thank you and the officers under your command for the assistance and cooperation the Portland Police Bureau (PPB) provided the United States Secret Service (USSS) during the visit of Presidential Candidate Mitt Romney to Portland on June 4, 2012.

When preparing for the overall security for the visit, the USSS Advance Team worked closely with PPB in a coordinated effort to complete their security plan. As always, PPB provided invaluable assistance in ensuring that all motorcade routes and sites were properly advanced and secured. Lead Advance Agent David Hardin and Site Advance Agent Michael Luker asked me to specifically commend the professionalism, cooperation and assistance provided by Cpt. Sara Westbrook, Lt. Eric Schober, Lt. Mike Unsworth, Lt. Devinci Elmore, Lt. Mike Marshman, Sgt. Bret Barnum, Sgt. Craig Dobson, and the entire staffing of PPB officers at the Governor Hotel event site. This site posed unique challenges due to the anticipated protest activity targeting this event. The command staff constructed a robust security perimeter that mitigated any risk to our protectee or the general public. Their positive attitudes and flexibility were instrumental to the success of the visit. It is a pleasure to work with law enforcement officers of this caliber.

Please express my sincere thanks to PPB Criminal Intelligence Unit members Lt. Larry Baird, Officers Karl Sprague, Tony Cavalli, Jerry Higginbotham, Aaron Sparling, and Natasha Haunsperger. The PPB CIU provided valuable intelligence prior to the visit which predicated the construction of our site security plan and provided human capital resources to support our mission throughout the entire visit. Also please extend my appreciation to the officers of the Portland Metro Bomb Squad who assisted us during the visit. In addition, please extend my sincere thanks to the members of Portland Police Bureau who work with us throughout the year in support of our protective and investigative missions. I look forward to our continued partnership and the success that it will continue to bring in support of our missions.

In the future if we can be of any assistance, please do not hesitate to call.

DOCUMENT  
SCANNED

PRNR 2734/04



## CITY OF PORTLAND, OREGON



### Bureau of Police

Sam Adams, Mayor  
Michael Reese, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

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### MEMORANDUM

January 12, 2012

TO: Officer Chris Kulp #40730, Youth Services Division  
Officer Jason Mills #47777, Youth Services Division  
~~Lieutenant Mike Marshman #25056, Central Precinct~~ //  
Sergeant Jeff Helfrich #27245, Central Precinct  
Officer Mike Honl #33525, East Precinct  
Officer James Escobar #51843, East Precinct  
Officer Kevin Frazier #27247, North Precinct  
Officer Brian Dale #23726, Tactical Operations Division  
Officer Patrick Murphy #44162, Tactical Operations Division

SUBJECT: Letter of Commendation

On December 20, 2011 you joined with members from throughout the Portland Police Bureau to deliver donated toys to children at Emanuel Hospital. While it is always difficult to spend time in the hospital, the holidays can be particularly trying, especially for children.

For a few moments you brought a smile to the face of kids at Christmas time. The minutes you shared and the toys you delivered, may in a small way, have brought back a little of the wonder of the holiday. You admirably represented the Portland Police Bureau and helped build and strengthen relationships between the bureau and the community.

PRNR 273464

BKR



## CITY OF PORTLAND, OREGON



### Bureau of Police

Sam Adams, Mayor

Michael Reese, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

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### MEMORANDUM

April 27, 2011

TO:            Cmdr. Mike Crebs            Capt. Donna Henderson            Capt. Mike Leloff  
                 Lt. Jeff Kaer                   Lt. Sara Westbrook            Lt. George Burke  
                 Lt. Tom McGranahan           Lt. Mike Marshman           Lt. Dave Hendrie  
                 Sgt. Troy King                   Sgt. Daren Roeser            Sgt. Doug Gunderson  
                 Sgt. Gregg Lewis               Det. Celeste Fender           Det. Chris Brace  
                 Ofc. Tom Rhodes               Ofc. James Stegemeyer       Ofc. Parik Singh  
                 Ofc. Jason Lemons            Ofc. Leo Harris

SUBJECT:    COMMENDATION

On January 5, 2011, Chief Ralph Painter of the Rainier Police Department was killed in the line of duty during a violent encounter with a suspect in a suspicious person call. Members of the City of Rainier Police Department and other law enforcement agencies in Columbia County were shocked and saddened by the loss of Chief Painter, a well respected veteran of the department.

In an effort to assist these agencies, members of the Portland Police Bureau volunteered to work patrol shifts for a twenty-four hour period, so that all of the police officers in Columbia County jurisdictions could attend the memorial service for Chief Painter.

It is during difficult and emotional times like this that the essential caring nature of police officers is self evident. Your willingness to work as a patrol officer in an unfamiliar jurisdiction, so that all of the officers in Columbia County could attend the memorial service for Chief Painter was much appreciated. I know these officers share my heartfelt appreciation and thanks for your service on January 14, 2011. You are commended for your dedication and compassion to fellow professionals.

Sincerely,

MICHAEL REESE  
Chief of Police

SCANNED  
to OTR  
5/11/11  
ex

Community Policing: Making the Difference Together  
An Equal Opportunity Employer

City Information Line: 503-823-4000, TTY (for hearing and speech impaired): 503-823-6868 Website: [www.portlandpolice.com](http://www.portlandpolice.com)



## CITY OF PORTLAND, OREGON



### Bureau of Police

Sam Adams, Mayor

Michael Reese, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

Integrity • Compassion • Accountability • Respect • Excellence • Service

### MEMORANDUM

April 27, 2011

TO:            Cmdr. Mike Crebs      Capt. Donna Henderson      Capt. Mike Leloff  
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                 Lt. Tom McGranahan    Lt. Mike Marshman        Lt. Dave Hendrie  
                 Sgt. Troy King            Sgt. Daren Roeser        Sgt. Doug Gunderson  
                 Sgt. Gregg Lewis        Det. Celeste Fender       Det. Chris Brace  
                 Ofc. Tom Rhodes        Ofc. James Stegemeyer    Ofc. Parik Singh  
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Sincerely,

MICHAEL REESE  
Chief of Police

PRNR 273464

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City Information Line: 503-823-4000, TTY (for hearing and speech impaired): 503-823-6868 Website: www.portlandpolice.com

SCANNED

sent to PRD 5/25/11





## CITY OF PORTLAND, OREGON



### Bureau of Police

Sam Adams, Mayor

Michael Reese, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

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### MEMORANDUM

Date: July 1, 2010

TO: Lt. Mike Marshman # 25056      Sgt. Todd Davis #18957  
Sgt. Sue Kruger #13798      Ofc. Jerry Higginbotham #28713  
Ofc. Cathe Kent #12686      Ofc. Joe Cook #48042  
Ofc. Jennifer Hertzler #43872      Ofc. Amy Bruner-Dehnert #44735  
Ofc. Randy Stowe #44844

SUBJECT: Letter of Commendation

On Saturday June 26, 2010, Special Olympians from throughout the State of Oregon converged on Mount Hood Community College to compete in Track and Field events. The Special Olympics oath demonstrates the commitment made by these athletes: "Let me win; but if I cannot win, let me be brave in the attempt". During the course of the day, hundreds of medals and ribbons were awarded to these athletes by Law Enforcement Officers from around the Metro area.

Although the weather was extremely warm, it did not inhibit your enthusiasm while interacting with and presenting awards to the athletes. There is nothing more rewarding for the athletes than to have the ability to compete in athletic events and to receive their awards from Law Enforcement Officers. Each of you are to be commended for your selflessness in helping those with challenges achieve greatness through athletic competition.

I would also like to thank each of you for volunteering your time to this worthy cause. This type of volunteerism demonstrates your care and compassion to others in the community. This is a clear demonstration of the values members of the Police Bureau embody.

Lt. Jeffrey M. Kaer  
Portland Police Bureau  
LETR Chair-Elect

JMK

cc: Original to Officer(s) / Mayor's Office / Chief Reese / AC Hendricks / PIO / IPR / Personnel 201 file / Field 201 / Precinct file / Capt. Wyatt / Cmdr. Famous / Cmdr. Jarmer / Cmdr. Walker / Lt. Baird

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## CITY OF PORTLAND, OREGON



### Bureau of Police

Dan Saltzman, Police Commissioner  
Rosanne M. Sizer, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

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### COMMENDATION

December 3, 2009

TO: Sgt. Mike Marshman

RE: **LETTER OF COMMENDATION**

Several months ago, members of the Portland Police Bureau took on the task of developing the first Community Academy. My goal was that the ten participants would gain an emotional connection to the daily work of Portland Police Officers. In addition, I expected the academy to provide insight into the organization and to garner support from the participants and those from their sphere of influence.

Accomplishing this task took a tremendous amount of logistical planning, coordinated effort, forethought, and creativity blended together to produce a successful outcome. An 18-hour schedule of events was planned requiring the participants to be shuttled between three venues. The participants experienced roll call, shooting, scenarios, traffic stops and other hands-on training that gave them a wider perspective on the day-to-day operations of a police officer.

The end result was that the participants left with a new understanding of the challenges of law enforcement. They were beyond enthusiastic at the debrief the following day, and pledged their support gained from their new understanding of police officers and the challenges they face.

Your role as the planning supervisor was critical to the Academy's success, providing leadership to a team that was comprised of both the Communications Unit and the Training Division. Please accept my sincere appreciation for the skills used to bring these Bureau members together to work on a project from infancy to completion.

The first Community Academy exceeded my goals. Due to Bureau members' hard work, efforts, accomplishments, and imagination, this very first Community Academy was a tremendous success. You all should be very proud of your role in this academy, which has provided a service to the Portland Police Bureau and members of the community.

Rosanne M. Sizer  
Chief of Police

cc: Personnel (201)



CITY OF  
**PORTLAND, OREGON**

BUREAU OF POLICE

VERA KATZ, MAYOR  
Derrick Foxworth, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

Service      Compassion      Integrity      Excellence      Respect

March 8, 2004

**SUBJECT:** Commendation

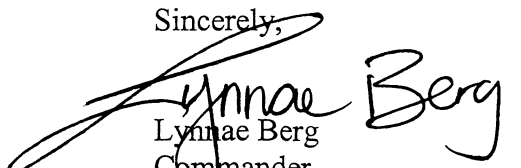
**TO:** Officer Mike Marshman #25056

Recently, the Portland Police Bureau Special Emergency Reaction Team (SERT) executed a search warrant at 4008 SE Division Street. The occupants of the home were selling narcotics and had fortified the structure by installing double doors on both the front and back entrances.

This fortification required SERT Breachers to develop and plan an explosive breach to allow the entry team access into the home. You, Officer Terry Kruger and Officer Tom Forsyth, were instrumental in constructing the breaching charge, fabricating doors to test the entry method and rehearsing the placement of the charge to minimize the amount of explosive needed.

On the day of the warrant, considerable time was spent by the three of you and members of the SERT entry team in perfecting your approach to the target, the placement of the explosive charge and walking through a variety of scenarios that you might encounter. All of this considerable effort paid off when the warrant was executed as planned and the suspects were safely taken into custody. I want to commend you for your commitment to the Explosive Disposal Unit and your expertise as a Breacher. This was a complex task and through your hard work and professional approach to the assignment, you were able to successfully accomplish the mission.

Sincerely,

  
Lynnae Berg  
Commander,  
Tactical Operations Division

cc      Personnel Division  
Field 201  
Assistant Chief Ferraris



CITY OF

# PORTLAND, OREGON

BUREAU OF POLICE

VERA KATZ, MAYOR  
Mark A. Kroeker, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

## MEMORANDUM

February 6, 2001

TO: **OFFICER JIM MCMURRAY, DPSST #32106**  
**OFFICER SCOTT ROBERTSON, DPSST #31290**  
**OFFICER CHAD STONER, DPSST #35816**  
**OFFICER MICHAEL MARSHMAN #25056**  
**OFFICER GARY MANOUGIAN #8216**  
**OFFICER BRENDAN MCGUIRE #31951**  
Southeast Precinct, Afternoon Relief

**OFFICER JOSHUA LETTER #30867**  
Portland Public School Police

RE: **COMMENDATION**  
P.P.B. Case #01-11701

On February 4, 2001, at 2221 hours, you responded on a radio call regarding an armed robbery that had just occurred at 636 S.E. Powell Boulevard. The victim reported that she had been robbed at gunpoint by a man who left the area in one of two cars. Both of the cars were reported to be involved in the armed robbery.

You began to check the area for the two listed vehicles. When one of the cars was stopped, you arrived and performed a high-risk stop. You worked to remove and arrest three men who were involved in an armed robbery. Once this was done, the car was searched. Three pistols and the stolen wallet were recovered.

Your effective teamwork has helped to improve the livability of our City, and you are commended for your work. Thank you for a job well done.

STANLEY E. GRUBBS  
Commander  
Southeast Precinct

SEG/TW/jyn

cc: A/C Bruce Prunk  
Cpt Madison-School Police  
Lt. Killinger  
Personnel files  
Field 201 files  
Precinct Council  
Post  
File



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

VERA KATZ, MAYOR  
Mark A. Kroeker, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

**MEMORANDUM**

**DATE:** August 20, 2001

**TO:** Officer Wayne Alderman, #23331  
Officer Roger Axthelm, #30020  
Officer Jeff Morris, #29314  
Officer Matt Tobey (Lead Officer), #34492  
Officer Michael Marshman, #25056, EDU  
Sergeant R.G. Smith, #4282, EDU  
Sergeant Eric Schober, #13702, DVD  
Officer Len Braithwait, #14494, DVD  
Officer Greg Baldwin, #23593, DVD  
Officer James Harding, #4170, DVD  
Officer Jay Bates, #31070, DVD  
Sergeant Eric Hendricks, #17431, DVD  
Officer Mike Krantz, #28269, DVD  
Officer Celeste Fender, #28921, DVD  
Officer Chris Watts, #28655, DVD  
Officer Robert Hollins, #21776, DVD

**SUBJECT:** Letter of Commendation

On August 6, 2001, you acted upon information provided by concerned neighbors that 3607 NE Alameda was an active drug house. You researched and prepared, through interviews and surveillance, to develop solid indicators of methamphetamine lab operations from the property. You planned as a team an approach through consent search which required exceptional skill in execution and which you perfectly performed. On gaining entry, you quickly established evidence of a potentially toxic lab with minimum exposure to yourself and others. Relying on your training and expertise, you were able to quickly make the neighborhood safe with DVD/HAZMAT responders. In addition to methamphetamine and dangerous chemicals, a shotgun, 30-30 rifle and 2 pipe bombs were recovered. The bombs and explosive materials were rendered safe by EDU.

The neighborhood has responded with enthusiastic praise after seeing your work. You can be proud that you made it a much safer place for them. All of you are to be commended for the outstanding teamwork that led to the closure of a toxic drug house. Thank you for a job well done!

DERRICK FOXWORTH  
Northeast Precinct  
Commander

DF:ck:aw

DIST: Orig-Ind.; Personnel 201; Precinct 201; A/C Operations; A/C Investigations; A/C Operations Support; Commander Benson; Captain Ferraris; File

AN EQUAL OPPORTUNITY EMPLOYER

City Government Information

TDD (for hearing and speech impaired) 823-6868



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

VERA KATZ, MAYOR  
Mark A. Kroeker, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

**MEMORANDUM**

**DATE:** August 20, 2001

**TO:** Officer Wayne Alderman, #23331  
Officer Roger Axthelm, #30020  
Officer Jeff Morris, #29314  
Officer Matt Tobey (Lead Officer), #34492  
✓ Officer Michael Marshman, #25056, EDU  
Sergeant R.G. Smith, #4282, EDU  
Sergeant Eric Schober, #13702, DVD  
Officer Len Braithwait, #14494, DVD  
Officer Greg Baldwin, #23593, DVD  
Officer James Harding, #4170, DVD  
Officer Jay Bates, #31070, DVD  
Sergeant Eric Hendricks, #17431, DVD  
Officer Mike Krantz, #28269, DVD  
Officer Celeste Fender, #28921, DVD  
Officer Chris Watts, #28655, DVD  
Officer Robert Hollins, #21776, DVD

**SUBJECT:** Letter of Commendation

On August 6, 2001, you acted upon information provided by concerned neighbors that 3607 NE Alameda was an active drug house. You researched and prepared, through interviews and surveillance, to develop solid indicators of methamphetamine lab operations from the property. You planned as a team an approach through consent search which required exceptional skill in execution and which you perfectly performed. On gaining entry, you quickly established evidence of a potentially toxic lab with minimum exposure to yourself and others. Relying on your training and expertise, you were able to quickly make the neighborhood safe with DVD/HAZMAT responders. In addition to methamphetamine and dangerous chemicals, a shotgun, 30-30 rifle and 2 pipe bombs were recovered. The bombs and explosive materials were rendered safe by EDU.

The neighborhood has responded with enthusiastic praise after seeing your work. You can be proud that you made it a much safer place for them. All of you are to be commended for the outstanding teamwork that led to the closure of a toxic drug house. Thank you for a job well done!

DERRICK FOXWORTH  
Northeast Precinct  
Commander

DF:ck:aw

DIST: Orig-Ind.; Personnel 201; Precinct 201; A/C Operations; A/C Investigations; A/C Operations Support; Commander Benson; Captain Ferraris; File



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

VERA KATZ, MAYOR  
Mark A. Kroeker, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

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Northeast Precinct  
Commander

DF:ck:aw

DIST: Orig-Ind.; Personnel 201; Precinct 201; A/C Operations; A/C Investigations; A/C Operations Support; Commander Benson; Captain Ferraris; File



CITY OF  
**PORTLAND, OREGON**

BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Mark A. Kroeker, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

MEMORANDUM

February 6, 2001

**TO: OFFICER JIM MCMURRAY, DPSST #32106**  
**OFFICER SCOTT ROBERTSON, DPSST #31290**  
**OFFICER CHAD STONER, DPSST #35816**  
**OFFICER MICHAEL MARSHMAN #25056**  
**OFFICER GARY MANOUGIAN #8216**  
**OFFICER BRENDAN MCGUIRE #31951**  
Southeast Precinct, Afternoon Relief

**OFFICER JOSHUA LETTER #30867**  
Portland Public School Police

**RE: COMMENDATION**  
P.P.B. Case #01-11701

On February 4, 2001, at 2221 hours, you responded on a radio call regarding an armed robbery that had just occurred at 636 S.E. Powell Boulevard. The victim reported that she had been robbed at gunpoint by a man who left the area in one of two cars. Both of the cars were reported to be involved in the armed robbery.

You began to check the area for the two listed vehicles. When one of the cars was stopped, you arrived and performed a high-risk stop. You worked to remove and arrest three men who were involved in an armed robbery. Once this was done, the car was searched. Three pistols and the stolen wallet were recovered.

Your effective teamwork has helped to improve the livability of our City, and you are commended for your work. Thank you for a job well done.

**STANLEY E. GRUBBS**  
Commander  
Southeast Precinct

SEG/TW/jyn

cc: A/C Bruce Prunk  
Cpt Madison-School Police  
Lt. Killinger  
Personnel files  
Field 201 files  
Precinct Council  
Post  
File





CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

MEMORANDUM

December 13, 1999

TO: **OFFICER J. RANDY BUTLER, DPSST #12828**  
**OFFICER D. JAMES MCMURRAY, DPSST #32106**  
**OFFICER MICHAEL MARSHMAN, DPSST #25056**  
**OFFICER ROBERT BENDER, DPSST #27544**  
Southeast Precinct, Afternoon Shift

**DETECTIVE SERGEANT DAVID STEELE, DPSST #23681**  
Southeast Precinct, ATTF

RE: **COMMENDATION**

On December 6, 1999, at approximately 1622 hours, Officer Butler contacted a female subject near NE 11<sup>th</sup> and Sandy Blvd. The subject was found to be in possession of heroin and was placed into custody. Officer Butler conducted an interview of the subject who provided information about the dealer that supplied the illegal drugs.

With the assistance of Sergeant Steele, Officer Butler arranged for the subject to contact her dealer and set up a drug transaction. The other listed officers set up surveillance in the area of the transaction.

A short time later, the dealer arrived in the area and was arrested. The dealer was found to be in possession of 13 grams of crack cocaine. His vehicle was seized and he was arrested on multiple drug charges.

Through the initiative and determination of all the listed officers, two arrests were made and illegal drugs were removed from the streets of Portland.

You are all commended on your high level of self-initiated activity and your team work. Congratulations on a job well done.

*Stanley E. Grubbs*  
STANLEY E. GRUBBS  
Commander  
Southeast Precinct

SEG/jps/jyw

cc: Original to officer(s)  
Personnel Division 201 file  
Field 201 file  
A/Lt. Smith  
Lt. Drum  
Precinct Council  
POST  
File



CITY OF

# PORTLAND, OREGON

BUREAU OF POLICE

VERA KATZ, MAYOR

Charles A. Moose, Chief of Police

1111 S.W. 2nd Avenue

Portland, Oregon 97204

January 20, 1998

## MEMORANDUM

TO: OFFICER CHRISTIAN BARKER, BPST#28069  
OFFICER ROBERT BENDER, BPST#27544  
OFFICER ANDREW EDGECOMB, BPST#21339  
OFFICER JASON HARRIS, BPST#34584  
OFFICER MICHAEL MARSHMAN, BPST#25056  
OFFICER D. JAMES MC MURRAY, BPST#32106  
OFFICER MICHAEL PIMENTEL, BPST#26852  
OFFICER FRED WIECHMANN, BPST#30431  
Southeast Precinct, Afternoon Relief

RE: COMMENDATION  
Man With A Gun--3406 S.E. 9th Avenue

On December 28, 1997, the above listed officers responded to a call regarding a man with a gun at 3406 S.E. 9th Avenue.

As the officers neared the house from different directions, the suspect came through the front door armed with a rifle. The subject held the rifle cradled in his arms in such a manner as to be able to use it very quickly. The subject was also in possession of extra ammunition which was worn around his waist. Although the situation could have easily escalated to the use of deadly physical force, all of the officers used patience and maintained control even with their own safety threatened.

Even when the subject became agitated and hostile, the officers exercised restraint. Subsequently, the subject threw down his rifle and was taken into custody without further incident.

We appreciate the high level of professionalism that the officers demonstrated in this incident. The officers are to be commended both individually and as a unit for the successful and safe resolution of this incident.

STANLEY E. GRUBBS

Commander

Southeast Precinct

SEG/MPS/ph

cc: Personnel Division 201 file, Assistant Chief Prunk, Field 201 file, Southeast Precinct Council, POST



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

**MEMORANDUM**

November 1, 1996

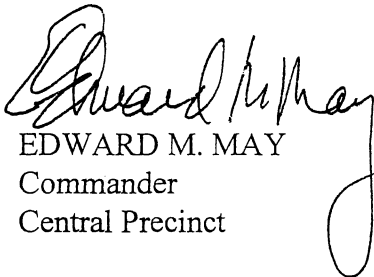
**TO:** Officer Michael Marshman  
Southeast Precinct

**SUBJECT:** Letter of Commendation

I want to personally thank you, as member of the Mounted Patrol Unit, for your efforts in the South Park Blocks the past several months. As you know, the situation in the Park Blocks was rather dire this summer; the area had been taken over by the street "grunge" kids, drug dealing was rampant, and the park became unusable by the citizens of Portland. I asked for the concentrated assistance of the Mounted Patrol Unit to help clean up the problem and you responded admirably. Virtually all of your activity was in the South Park Blocks and I am happy to say that the park once again belongs to the neighborhood.

I know that the task was not an easy one. A lot of effort on your part went into the job and you were faced with many hazardous arrest situations. We couldn't have done it without the concentrated attention that the Mounted Patrol Unit provided. I want you to know that I, and the citizens who live near the South Park Blocks, sincerely appreciate your efforts in helping to solve this problem.

Sincerely,

  
EDWARD M. MAY  
Commander  
Central Precinct

EMM/SFA/lb  
MPULTR



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

*Personnel*  
*201*

VERA KATZ, MAYOR  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

**MEMORANDUM**

November 1, 1996

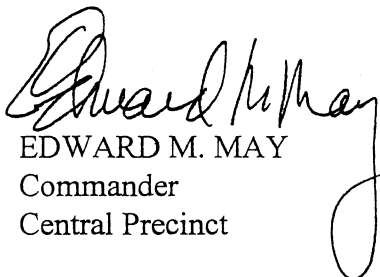
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Southeast Precinct

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EDWARD M. MAY  
Commander  
Central Precinct

EMM/SFA/lb  
MPULTR



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

January 16, 1997

MEMORANDUM

TO: **OFFICER CAROL THOMPSON, #22818**  
**OFFICER MIKE MARSHMAN, #25065**  
**OFFICER GREG ADRIAN, #28173**

RE: **COMMENDATION**  
P.P.B. Case #97-894

On January 3, 1997 at 1520 hours, you responded on a radio call to assist the Portland Fire Bureau with a marijuana grow operation. The Fire Bureau had responded to a chimney fire at a residence and subsequently found the marijuana grow in the basement.

Officer Thompson and Officer Adrian interviewed the home owner and obtained consent to search the residence. Officer Marshman arrived and assisted with the search. A total of 16 mature marijuana plants were found in the basement as well as \$6,390.00 cash in the safe and on a table. With the assistance of D.V.D. Officer J.W. Powell, the three of you developed enough evidence to charge the owner with not only manufacturing the marijuana, but distributing it as well.

Your professional, investigative techniques and dedication to duty lead to the apprehension of a subject who had committed a serious felony offense. You are commended for your individual skills and teamwork throughout this incident. Your actions in this case reflect the high standards all officers strive to attain. Thank you for a job well done!

*Stanley E. Grubbs*

STANLEY E. GRUBBS  
Commander, Southeast Precinct

SEG:SL;rks

cc: **Personnel, 201 files**

A/C Roberta Webber

PIO Madison

Lt. Drum

Sgt. Larsen

Field 201 files

Precinct Council

POST



CITY OF

# PORTLAND, OREGON

BUREAU OF POLICE

VERA KATZ, MAYOR

Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

March 5, 1997

## MEMORANDUM

TO: **OFFICER MAURY MUDRICK, #18761**  
**OFFICER GARY MANOUGIAN, #8216**  
**OFFICER KAREN LEIGHTON, #7452**  
**OFFICER MIKE MARSHMAN, #25065**  
**OFFICER ANDY EDGEComb, #21339**  
*Southeast Precinct, "A" Relief*  
**OFFICER SCOTT FOSTER**  
*Southeast Precinct, A.T.T.F.*  
**OFFICER SHAWN DOBLE, #25050**  
*Northeast Precinct*

RE: **COMMENDATION - 2 Arrests/Armed Robbery**  
P.P.B. Case #97-16898

On February 17, 1997 at approximately 2039 hours, an armed robbery occurred at the Sellwood Market located at 7835 S.E. 13th Avenue. The broadcast information stated the suspects were armed with a shotgun and were last seen driving a red pickup truck. Another officer noticed it was listed on the hot sheet as stolen.

Officer Mudrick located the vehicle prior to it pulling into a service station. Upon initiating a felony car stop, the suspects drove off at a high rate of speed. A pursuit ensued with the suspects driving recklessly, continuing at high rates of speed. Due to this, they were able to distance themselves from the officers.

A short time later, Officer Doble located the vehicle on S.E. 23rd Avenue at Main Street, parked in a driveway, unoccupied. Later, after a perimeter was established, the suspects were seen by Officers Manougian and Foster walking midblock and into the next block. Both suspects were taken into custody. Officer Leighton conducted a show-up and processed the crime scene. Officer Marshman assisted in the pursuit and perimeter, and processed the stolen vehicle. Officer Edgecomb also assisted in the pursuit and perimeter, and took one subject into custody.

You are each to be commended for your professional patrol tactics and teamwork which led to the apprehension of two dangerous felony offenders. Your actions in this case reflect the high standard of performance all bureau members strive to attain. Thank you for a job well done!

*Stanley E. Grubbs*

STANLEY E. GRUBBS

Commander

Southeast Precinct

SEG:SL;rks

cc: **Personnel-201 files**, A/C Williams, Field 201 files, Precinct Council, POST.



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

VERA KATZ, MAYOR  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

July 1, 1997

MEMORANDUM

TO: **OFFICER MIKE MARSHMAN, BPST #25056**  
Southeast Precinct, Afternoon Relief

RE: **COMMENDATION**  
Arrest of Bank Robber

On June 27, 1997, you received information regarding a subject, Terrill R. Scroggs, who was wanted for two recent bank robberies. Information about Scroggs' whereabouts was sketchy but did include the name and address of an associate, Roger Shirley. You went to the address where Shirley lived and struck up a conversation with him. You eventually asked whether Scroggs ever came by and were told that he usually comes over on the weekends. You then gave Shirley your business card and asked him to have Scroggs give you a call. At the end of your shift you found that Scroggs had actually called the precinct twice.

On Saturday June 28th, you met with Detective Wagner, Sergeant Klick and Sergeant Whisler and made a plan to pick up Scroggs if he was still at Shirley's residence. With a perimeter set up around the house, you made a call to the location, found Scroggs was indeed there and talked him into walking outside and down to the corner where he was taken into custody.

The initiative and creativity you demonstrated resulted in the arrest of an individual who is not just a bank robber but a career criminal.

You are to be commended for your continued exemplary police work. Your actions in this case reflect the high standard of performance all Bureau members strive to attain. Please accept my compliments and thanks for a job well done!

STANLEY E. GRUBBS  
Commander  
Southeast Precinct

SEG/RK

cc: Personnel Division, 201  
Assistant Chief Dave Williams  
PIO Madison  
Field 201 file  
Southeast Precinct Council  
POST



## CITY OF PORTLAND, OREGON



### Bureau of Police

Tom Potter, Mayor

Rosanne M. Sizer, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

Integrity • Compassion • Accountability • Respect • Excellence • Service

November 13, 2007

Perry W. Hopkins  
Emergency Manager  
Portland Water Bureau  
1120 SW 5<sup>th</sup> Avenue, Room 600  
Portland, OR 97204

Dear Mr. Hopkins:

Thank you for your recent letter commending Captain Keith Morse, Lieutenant Bob Heimbach, Acting Lieutenant Dave Virtue and Sergeant Mike Marshman for their extraordinary work in planning for the recent TOPOFF 4 exercise. As you are well aware, this large-scale event required months of planning and preparation and it would not have been so successful without the dedication and professionalism by these Bureau members, as well as many others.

I also want to take this opportunity to thank you for your assistance as well, as I know that you provided much needed equipment, expertise and commitment to the project. T4 would have been greatly impacted without your knowledge and willingness to partner with the Police Bureau. TOPOFF 4 provided an excellent learning opportunity, but it also strengthened the many partnerships we share with other agencies, such as the Water Bureau.

Thanks again for taking the time to write and let these Bureau members know their efforts were appreciated. I will ensure your commendation is added to their personnel files and shared with their supervisors.

Sincerely,

ROSANNE M. SIZER  
Chief of Police

cc: Captain Keith Morse, Lieutenant Bob Heimbach, Acting Lieutenant Dave Virtue and  
Sergeant Mike Marshman  
Assistant Chief Brian Martinek  
Commander Derrick Foxworth  
David G. Shaff, Administrator  
Personnel (201)  
Independent Police Review Division (IPR)  
Mayor Tom Potter

Community Policing: Making the Difference Together  
An Equal Opportunity Employer





Randy Leonard, Commissioner  
David G. Shaff, Administrator

1120 SW 5th Avenue, Room 600  
Portland, Oregon 97204-1926  
Information: 503-823-7404  
[www.portlandonline.com/water](http://www.portlandonline.com/water)



*An Equal Opportunity Employer*

Chief Rosie Sizer  
Portland Police Bureau  
1111 SW 2<sup>nd</sup> Avenue  
Portland, OR 97204

October 29, 2007

Dear Chief Sizer:

The federal Top Official 4 Exercise, "TopOff 4" is over and is regarded as a success by organizers and participants. With the exercise completed I now have time to reflect on the contributions and efforts of the volunteers who worked tirelessly on the logistics planning team to make this event a success.

A great deal of recognition and thanks goes to Capt. Keith Morse, Lt. Robert Heimbach, and Acting Lt. David Virtue and Sgt. Mike Marshman. Each of these officers assisted the logistics team in providing vital planning for not only for security, but also for all law enforcement participants for the exercise; I knew that each of these outstanding professionals would bring their knowledge, resourcefulness and abilities to help in the planning and delivery of services for the exercise participants and each was an incredible asset to me. To those working and volunteering in the exercise as planners and players, knowing that there would be accessible professional staff available ensured positive results would be achieved.

The capabilities and dedication of Keith, Bob, David and Mike are well known at all levels, and the TopOff 4 exercise once again showed the importance of the strong partnership between the Water Bureau and the Police Bureau.

A simple thank-you cannot express the gratitude for all that your bureau contributed in people, hours and goods for the exercise. A tremendous thank-you is greatly deserved and I say it with deep appreciation. I believe that our partnership has been strengthened for our working on this project and have great faith that we will handle any future events with equal success.

My thanks to you, and to all the wonderful the Portland Police Bureau staff and volunteers.

Sincerely,

Perry W. Hopkins  
Emergency Manager  
Portland Water Bureau

cc: Mayor Tom Potter  
Carmen Merlo  
Mike Stuhr

REC'D  
CHIEF'S OFFICE  
07 OCT 30 PM 2:01



## CITY OF PORTLAND, OREGON



### Bureau of Police

Tom Potter, Mayor

Rosanne M. Sizer, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

Integrity • Compassion • Accountability • Respect • Excellence • Service

September 29, 2006

Timothy P. Alexander  
Judge  
150 N. First  
Hillsboro, OR 97124

Dear Judge Alexander:

Thank you for your letter commending Portland Police Sergeant Michael Marshman for his assistance with security for your daughter's wedding.

In a situation such as this, in what should be one of the happiest days for your family, I am sorry that you had to endure this kind of fear. However, I am pleased that Sergeant Marshman's presence—as well as those of other officers—was reassuring.

Thank you again for writing and letting Sergeant Marshman know his efforts were appreciated. I will ensure your commendation is added to his personnel file.

Sincerely,

ROSANNE M. SIZER  
Chief of Police

RMS/tws

cc: Sergeant Michael Marshman  
Personnel (201)  
Independent Police Review Division (IPR)  
Mayor Tom Potter

TIMOTHY P. ALEXANDER  
Judge



150 N. First  
Hillsboro, Oregon 97124  
(503) 846-8772  
TTY # (503) 846-4863

CIRCUIT COURT OF OREGON  
TWENTIETH JUDICIAL DISTRICT

August 28, 2006

Chief Rosann Sizer  
Portland Police Bureau  
1111 S.W. 2<sup>nd</sup> Avenue, Room 1526  
Portland, Oregon 97204

Dear Chief Sizer,

Please accept my sincere appreciation for the efforts of Sgt. Michael Marshman during this past week-end.

Sgt Marshman is apparently well-acquainted with one of my daughter's bridesmaids, and had been coerced into attending the rehearsal dinner and wedding as her escort. As you may be aware, we have had a recent tragic event involving the homicide of one of my colleague's daughters, Megan Kohl. On Friday, Aug 11, I was advised by Detective Sergeant Michael O'Connell of the Washington County Sheriff's Office that the investigation into Megan's death had revealed some credible information that a threat had been made against me personally and possibly a member of my family. Just as a coincidence, I have recently sent a member of the 12<sup>th</sup> street gang to prison, and that group is somehow involved with the suspects in Megan's death.

Sorry to bore you with all of this history, but it is important to understand the context of my contact with Sgt Marshman. Our court security and regular patrol officers have been diligent in keeping myself and my family as safe as reasonably possible, but my daughter's wedding was scheduled for the Chelsea Ballroom near ninth and Hawthorne in Portland. It was a major concern to me that we have prompt response from the Portland police if some incident should occur, but I did not want to spoil the atmosphere for my daughter. After meeting Sgt Marshman and explaining my concerns to him, he took the initiative to alert the local patrol officers and taking other steps to insure a quick reaction to any issues. It was obvious that patrol cars were in the vicinity during most of the evening. He was also kind enough to bring his service weapon and badge, and essentially provide a police presence throughout the afternoon and evening. All of his efforts and the special concern shown by your other patrol officers in the area were a huge reassurance to my wife and I and all of our guests.

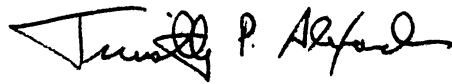
I have served as a Circuit Court Judge for almost twenty years, and this is not the first time I have had to deal with a threat. Most judges take reasonable precautions and do not allow threats to

REC'D  
CHIEF'S OFFICE  
06 SEP - 1 AM 10: 24

interfere with daily life. It is significantly different when a daughter is getting married in a public place, and a fellow judge's daughter has just been murdered. Your agency's help, and particularly the special efforts of Sgt Marshman will not be forgotten.

I have not had the opportunity to meet you personally, but I am acquainted with many of your officers from my service as a Deputy District Attorney in Multnomah County. I wish you every success in your important role, and I hope you will stop by and say hello if you happen to be in the Washington County Courthouse.

Sincerely,

A handwritten signature in black ink, appearing to read "Timothy P. Alexander". The signature is stylized with a large, sweeping initial 'T' and a cursive 'P'.

Timothy P. Alexander

cc Sheriff Rob Gordon  
Michael Marshman



CITY OF  
**PORTLAND, OREGON**

BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Lynnae C. Berg, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

November 16, 1999

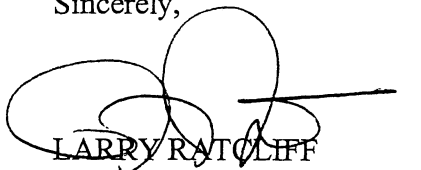
David G. Bishop  
Chief of Police  
Beaverton, Oregon

*DAVE*  
Dear Chief Bishop;

Thank you for bringing to my attention the professional performance demonstrated by the Portland Police Bureau's Explosive Device Unit members, Mike Unsworth and Mike Marshman. I always welcome comments about the performance of individuals assigned to my command, especially comments made by other professionals in law enforcement.

Sergeant Unsworth and Officer Marshman will receive a copy of your letter. I am sure they will appreciate your comments and will be encouraged to continue doing an excellent job. Both are fine examples of individuals dedicated to their profession and community. A copy of your letter will be placed in each of their personnel files.

Sincerely,

  
**LARRY RATCLIFF**  
Tactical Operations Division  
Commander

AK110110



## CITY of BEAVERTON

P.O. BOX 4755, 4755 S.W. Griffith Drive, Beaverton, OR 97076 TEL: 526-2260

Chief David G. Bishop

November 3, 1999

Chief Lynnae Berg  
Portland Police Department  
1111 SW 2<sup>nd</sup> Avenue  
Portland, Oregon 97204

Dear Lynnae:

Yesterday, a subject brought an object to Beaverton City Hall that he thought was a bomb. The item was wrapped in plastic and was military green in color which only added to the credibility of it being a bomb. Officers immediately set up a perimeter around the object and contacted the Portland Bomb Squad. Two of your officers, Sgt. Mike Unsworth and Officer Mike Marshman were both going off duty for the day when their pagers went off. Without concern for their time, they headed toward Beaverton in record time, arriving in 17 minutes from East 47<sup>th</sup> and Burnside. They immediately suited up and fortunately, found the item to be a military compass inside the plastic bag.

Both of your officers responded quickly and efficiently. While on the scene, they were professional and responsive to our personnel. I know this is not the first time Sgt. Unsworth has responded to Beaverton for a bomb situation. We are extremely appreciative of the officers' efforts and commend them on their excellent reputations and our strong partnership with Portland. Please pass on our thanks to them and to your entire agency for its support and response.

Sincerely,

A handwritten signature in black ink, appearing to read "D. G. Bishop".

David G. Bishop  
Chief of Police  
Beaverton, Oregon



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

VERA KATZ, MAYOR  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

December 10, 1996

Chief Robert R. Wall  
Portland Fire Bureau  
55 S.W. Ash Street  
Portland, Oregon 97204-3590

Dear Chief Wall,

Thank you so much for the commendation you sent to Chief Moose regarding Officers Rudy ("Randy") Gottwald and Mike Marshman. Chief Moose forwarded your letter since both officers are assigned here at Southeast Precinct. I am pleased to hear that these two officers quickly took charge of the scene and started CPR to the man in cardiac arrest. Both officers are a real asset to us at Southeast Precinct as well as to the citizens they serve.

I will ensure each officer receives a copy of your letter and that copies are placed in their personnel files for future reference. I am certain they will feel rewarded by your praise. Thank you again for taking the time to write a formal commendation.

Sincerely,

MARIANE I. HEISLER  
Commander, Southeast Precinct

MIH:rks

cc: Officer Randy Gottwald  
Officer Mike Marshman  
Personnel-201 files  
Chief Moose  
A/C Webber  
PIO Madison  
Lt. Haunsperger  
Field 201 files  
Precinct Council  
POST



CITY OF

# PORTLAND, OREGON

BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES

Gretchen Miller Kafoury, Commissioner of Public Affairs

Robert R. Wall, Chief  
55 S.W. Ash Street  
Portland, Oregon 97204-3590  
(503) 823-3730  
FAX (503) 823-3710

November 27, 1996

TO: Police Chief Charles Moose  
B119, Rm. 1526

FROM: Robert Wall, Chief  
Portland Fire Bureau

RE: Actions of Officers Gottwald and Marshman

Captain Joe Gymkowski has informed me that when Engine 19 responded to a UN1 recently they found a patient on the floor with CPR in progress. Officer Ruddy Gottwald witnessed the cardiac arrest and started CPR with the assistance of a family member. Officer Mike Marshman stabilized the scene by assisting other family members.

When Engine 19 arrived they started ALS care. The patient was transported to the ER when stabilized and fully recovered thanks to the quick thinking of Officer Gottwald for starting CPR.

Both officers are commended for their quick thinking and life-saving measures.

RW:bk

cc: Capt. Gymkowski, E19  
Awards Committee





CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

March 14, 1995

Ms. Joanne McIntyre  
Office Service Manager  
Boise Cascade  
White Paper Division  
1800 S.W. First Ave.  
Portland, OR 97207

Dear Ms. McIntyre:

Thank you for bringing to my attention the professional service you received from the Sergeants and Officers. I welcome and appreciate comments about the performance of members of the Portland Police Bureau.

Each Sergeant and Officer will receive a copy of your letter, and I am sure he or she will appreciate your remarks and will be encouraged to continue doing a good job. A copy of your letter will be forwarded to his or her Commanding Officer to be placed in the Officer's personnel file.

Sincerely,

CHARLES A. MOOSE, Ph.D.  
Chief of Police

CAM/jlw

cc. Personnel Div. (201)

Commander Garvey, M. (Cent)  
Commander Sherman, M. (East)  
Lieutenant Foss, M. (CID)  
Sergeant Hendricks, G. (Cent)  
Sergeant Poole, D. (MPU)  
Sergeant Taylor, J. (Cent)  
Officer Axthelm, R. (East)  
Officer Bell, S. (MPU)  
Officer Day, R. (MPU)  
Officer Duvic, G. (MPU)  
Officer Field, S. (Cent)

Officer Kurath, G. (CID)  
Officer Labsch, M. (Cent)  
Officer Mack, G. (MPU)  
Officer Marshman, M. (MPU)  
Officer Morse, K. (Cent)  
Officer Poggi, N. (Cent)  
Officer Roberts, B. (CID)  
Officer Sardeson, K. (East)  
Officer Voepel, R. (Cent)  
Officer Whisler, S. (Cent)  
Officer Zahler, K. (Cent)

AN EQUAL OPPORTUNITY EMPLOYER

City Government Information

TDD (for hearing and speech impaired) 823-6868



Boise Cascade

**White Paper Division**

1800 Southwest First Avenue  
P.O. Box 1414  
Portland, Oregon 97207  
503/224-7250  
Fax: 503/790-9544

February 22, 1995

Mr. Charles Moose  
Chief of Police  
Portland Bureau of Police  
111 S.W. Second Avenue  
Portland, Oregon 97204

Dear Chief Moose:

On behalf of Boise Cascade, I wish to thank the Portland Bureau of Police for the outstanding leadership and security they provided to our company last Friday during the Earth First demonstration. Meeting the public's expectations is an ongoing challenge for you. However, based on our experience, you deserve every recognition for the outstanding service provided by the officers assigned to Boise Cascade that afternoon.

The officers met with us ahead of time to brief us on what we may expect, and to outline the course of action that would be followed. The professionalism they demonstrated was a comfort not only for me, but for everyone involved during the day. Instead of allowing the demonstration to have a disruptive effect on Boise Cascade employees, the officers created a calming environment, which gave us the ability to continue with business as usual.

Please convey my personal thanks to each of following:

Greg Kurath, C.I.D.  
Bob Roberts, C.I.D.  
Sgt. Judy Taylor  
Sgt. Greg Hendricks  
Sgt. David Poole  
Officer Robert Day  
Officer Steve Bell  
Officer Greg Duvic  
Officer Suzanne Whisler  
Officer Greg Mack

Officer Ken Zahler  
Officer Scotty Field  
Officer Marv Labsch  
Officer Keith Morse  
Officer Nancy Foggi  
Officer Robert Voepel  
Officer Roger Axthelm  
Officer Kurt Sardeson  
Officer Mike Marshman

Sincerely,

Joanne McIntyre  
Office Services Manager

JM/mr

c: Lt. Dave Austin  
111 S.W. Second Avenue  
Portland, Oregon 97204



CITY OF

# PORTLAND, OREGON

BUREAU OF POLICE

VERA KATZ, MAYOR

Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

March 14, 1995

Ms. Joanne McIntyre  
Boise Cascade  
1800 S.W. First Ave.  
Portland, OR 97207

Dear Ms. McIntyre:

Once again it has been our pleasure to assist you with the security issue which presented itself at your location on April 21, 1994. Thank you for taking your time to recognize the efforts of our Bureau personnel who responded. I will be notifying each one with a copy of your letter and thank them for their professional performance.

Sincerely,

CHARLES A. MOOSE, Ph.D.  
Chief of Police

CAM/jlw

cc. Personnel Div. (201)

Commander Garvey, M. (Cent)  
Lieutenant Austin, D. (Cent)  
Sergeant Hendricks, G. (Cent)  
Sergeant Taylor, J. (Cent)  
Sergeant Pool, D. (MPU)  
Officer Bell, S. (MPU)  
Officer Dalton, D. (Cent)  
Officer Day, R. (MPU)  
Officer Duvic, G. (MPU)  
Officer Field, S. (Cent)

Officer Gaidos, J. (Cent)  
Officer Labsch, M. (Cent)  
Officer Lawton, T. (Cent)  
Officer Mack, G. (MPU)  
Officer Marshman, M. (MPU)  
Officer Martin, M. (Cent)  
Officer Morse, K. (Cent)  
Officer Peavey, T. (Cent)  
Officer Whisler, S. (Cent)  
Officer Zahler, K. (Cent)

AN EQUAL OPPORTUNITY EMPLOYER

City Government Information

TDD (for hearing and speech impaired) 823-6868



Boise Cascade

**White Paper Division**

1800 Southwest First Avenue  
P.O. Box 1414  
Portland, Oregon 97207  
503/224-7250  
Fax: 503/790-9544

April 27, 1995

Charles Moose, Chief of Police  
Portland Bureau of Police  
111 S.W. Second Avenue  
Portland, Oregon 97204

Dear Chief Moose:

On Friday, April 21, the Boise Cascade office located in the Harrison Square building, was scheduled to be a protest site by Earth First. This was the second time since February they have demonstrated at our location and, once again, the Portland Police Bureau responded quickly and professionally.

On behalf of Boise Cascade, I wish to extend our thanks and sincere appreciation to the following:

Lieutenant Austin	Officer Labsch
Sergeant Hendricks	Officer Lawton
Sergeant Taylor	Officer Mack
Sergeant Pool	Officer Marshmann
Officer Bell	Officer Martin
Officer Dalton	Officer Morse
Officer Day	Officer Peavey
Officer Duvic	Officer S. Whisler
Officer Field	Officer Zahler
Officer Gaidos	

Sincerely,



Joanne McIntyre  
Office Services Manager

JM/mr



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

September 16, 1994

Fr. Richard Juzix, OFM  
7507 S.E. Yamhill St.  
Portland, OR 97215

Dear Father Juzix:

Thank you for bringing to my attention the professional service you received from Officers Ronald Alexander, Michael Marshman, Peter Gill, Dennis Bell, Van Peterson, Andrew Madden and K-9 Officer Chauncey Curl. I welcome and appreciate comments about the performance of members of the Portland Police Bureau.

All of the officers will receive a copy of your letter, and I am sure they will appreciate your remarks and will be encouraged to continue doing a good job. A copy of your letter will also be placed in their personnel files.

Thank you again for taking the time to write.

Sincerely,

*Charles A. Moose*  
Charles A. Moose, Ph.D.  
Chief of Police

CAM/pw

cc. A/C Roberta Webber  
Officer Ronald Alexander  
Officer Michael Marshman  
Officer Peter Gill  
Officer Dennis Bell  
Officer Van Peterson  
Officer Andrew Madden  
Officer Chauncey Curl  
201 file  
personnel 201



September 9, 1994

Dear Chief Moose,

I am writing to thank and commend some officers whose names I do not know.

Last Sunday morning, September 4, I was awakened at about 1:15 AM by a police officer at our friary (residence). Someone had reported seeing someone climbing into a window of the parish church building. The officer knew where we lived and sought me out for a key to open the outside door and the interior doors to our large parish center.

When we arrived at the parish center three other officers were present as well as one very well-trained german shepherd. The officers went through the entire building in a thorough and professional way. While there was no evidence of anyone having broken in, nor anything taken I am grateful to the caller and especially to the officers who responded so promptly and capably. If there is a way for you to identify these police officers, I'd appreciate your forwarding my thanks to them.

Peace and all Good,

Fr. Richard Juzix, OFM  
Pastor



# MISCELLANEOUS



Office of Mayor Charlie Hales  
City of Portland

June 27, 2016

Mike Marshman  
[Redacted Address Block]

Dear Mike:

I am pleased to offer you the position of Police Chief of the Portland Police Bureau. This letter shall serve as an employment offer between you and the City of Portland.

The effective date of this appointment will be June 27, 2016.

As Police Chief of the Portland Police Bureau, you will be responsible for the leadership, planning, directing, organizing, and evaluating the activities of the Police Bureau.

The salary and benefit information is outlined in the attached agreement.

If you have any questions concerning the conditions of employment, please contact me at your earliest opportunity. The signature block below is provided for your convenience to accept the offer of employment, which I have discussed with you and which is outlined in the attached agreement. I am happy to provide whatever assistance I can to help you transition to this new position.

Sincerely,

Mayor Charlie Hales

I accept the above offer of employment and the terms and conditions in effect as of the date of this employment offer.

Michael Marshman

6/27/16

DATE

Copies to: PPB Personnel File  
BHR Official Personnel File



## **CITY OF PORTLAND, OREGON EMPLOYMENT AGREEMENT**

This Employment Agreement is between the City of Portland, Oregon (City), acting by and through the Commissioner in Charge (CIC) of the Police Bureau, and Michael Marshman. City and Michael Marshman may be referred to individually as a "party" and collectively as "the parties."

### **RECITALS**

1. The City has offered the position of Police Chief to Michael Marshman and Mr. Marshman has agreed to take the position. Now, therefore, the parties agree as follows:

### **AGREEMENT**

#### **1. Term of Agreement**

This Agreement shall be in effect for thirty-six (36) months from the first day of employment, June 27, 2016, unless this Agreement is terminated as provided in #6 below. Thereafter, Michael Marshman's continued employment will not be governed by this Agreement, but solely by applicable provisions in the City Charter, Code, and Human Resources Administrative Rules and there will be no requirement for any severance payment upon termination.

#### **2. Basis of Employment**

This Agreement is subject to the City's Charter, Code, Human Resources Administrative Rules, and other City rules and regulations (hereafter collectively "City rules") and applicable law as may be revised from time to time. Nothing in this agreement is intended to be a departure from City rules otherwise applicable to its employees. In the event of any conflict between this Agreement and those rules, the rules shall prevail.

#### **3. Salary**

Michael Marshman shall receive an annual salary, payable every other week and in accordance with the City's usual pay practices, in the amount of \$172,619.00. At the beginning of each fiscal year, City Council may adopt by ordinance a cost of living adjustment that would increase the salaries of non-represented employees. If so adopted, Mr. Marshman's annual salary will be increased to reflect that same cost of living adjustment that other non-represented employees receive.

Michael Marshman also is eligible for increases in salary based on performance ("merit increases") in accordance with City rules. Any merit increase awarded must be based on a written performance evaluation.

4. Benefits

In addition to the salary stated above, Michael Marshman shall receive fringe benefits in accordance with City rules. Fringe benefits at the time this contract is executed are the following:

- A. Vacation Leave: Mr. Marshman shall continue to accrue vacation leave at the rate of 7.69 hours per payroll period. Mr. Marshman may carry over into subsequent calendar periods the maximum number of vacation hours allowed under City rules. If this Agreement and Michael Marshman's employment is terminated as provided in Paragraph 6, any unused, accrued vacation hours up to the date of termination will be paid to Michael Marshman.
- B. Sick Leave: Mr. Marshman shall continue to accrue sick leave at the rate of four (4) hours per pay period for a total of 104 hours per year. Unused, accrued sick leave shall not be paid out to Mr. Marshman at the termination of his employment, except under the terms of the PPCOA contract in effect as of the date this agreement is signed.
- C. Personal Holidays: Michael Marshman will continue to be credited with three (3) personal holidays (a total of twenty-four hours of paid leave) at the beginning of each calendar year. At the beginning of each subsequent calendar year, Mr. Marshman will be credited with additional personal holidays in accordance with City rules. Personal holidays must be used in the year accrued and may not be carried over to the next calendar year.
- D. Retirement Contributions: Michael Marshman will continue in the FPDR plan.
- E. Health Benefits: Mr. Marshman's health benefits will continue at his current selection levels. The City of Portland currently pays 95% of the cost of the health benefits package and offers a self insured plan and an insured plan through Kaiser. Currently, Mr. Marshman is responsible for 5% of the cost of the benefit plan chosen. The City pays City-paid health benefits until the end of the calendar month in which Mr. Marshman's employment ends.
- F. Holidays: Michael Marshman is eligible for all paid holidays listed in the City's rules. Currently, the City of Portland recognizes ten (10) paid holidays.

5. Performance

- A. Michael Marshman shall faithfully and professionally perform the duties of the office of the Chief of Police Bureau and at the highest possible level of achievement. Mr. Marshman shall devote his full-time skill, labor, and attentions to all duties of the Chief of Police Bureau during the term of this Agreement and comply with all City rules. Outside employment is not permitted.
- B. The CIC, or his designee, and Michael Marshman shall meet at least annually to evaluate Mr. Marshman's work. The evaluation shall be based on the total

scope of work assigned to him. Mr. Marshman shall be furnished a copy of the written evaluation and have the opportunity for written comment. In the event that a personal evaluation is not completed, Mr. Marshman shall notify the CIC of this fact.

6. Termination

- A. Termination without Cause: The CIC may terminate this Agreement for any reason, without cause, by providing Michael Marshman written notice that the City is terminating this Agreement. If terminated without cause, Michael Marshman shall receive a severance payment under the City's targeted severance program of not less than a lump sum payment equal to 6 months salary nor more than a lump-sum payment equal to his annual salary, conditioned upon execution of a full and complete release by Michael Marshman in favor of the City and its agents and employees (including the CIC) of any and all claims arising from Mr. Marshman's employment with and/or the termination of Michael Marshman's employment with the City. The severance payment shall be without consideration or payment of fringe benefits except as provided in Paragraph 4.
- B. Termination for Cause: The CIC may terminate this Agreement for cause. Termination for cause includes, but is not limited to, serious misconduct such as theft, workplace violence, violation of City rules including those regarding ethics, discrimination, harassment and retaliation and use of City resources, insubordination, conviction of a felony or any crime that would tend to impair effectiveness of a City employee or bring discredit upon the City of Portland, neglect of duty, or other causes in which Michael Marshman's performance or conduct will not be improved through corrective measures.
1. The CIC will provide Michael Marshman no less than ten (10) calendar days written notice of the City's intent to terminate this Agreement for cause. The notice shall include a statement of the reasons constituting cause.
  2. Michael Marshman may request to meet with the CIC and the Director of the Bureau of Human Resources to discuss such causes for discharge. The request must be to the CIC, in writing, and received by the CIC within seven (7) calendar days of receipt of the City's written notice of intent to terminate this Agreement for cause.
  3. If Michael Marshman makes a timely request to meet with the CIC and the Director of the Bureau of Human Resources, no decision regarding Mr. Marshman's continued employment with the City will be made until after the meeting.
  4. The CIC shall make the final decision regarding termination for cause in consultation with the Director of Human Resources.

5. If terminated for cause, Michael Marshman's salary and benefits shall cease on the day of termination, except as provided in Paragraph 4.

C. Automatic Termination upon Retirement, Resignation, Death or Inability to Serve:

This Agreement and Michael Marshman's employment shall be automatically terminated upon Mr. Marshman's retirement, resignation, death or inability to serve. The City shall have no obligation under this Agreement to continue Michael Marshman's salary and benefits after the date of automatic termination, except as provided in Paragraph 4.

7. Waiver

The failure of the City to enforce any provision of this Agreement shall not constitute a waiver by the City of that or any other provision.

8. Applicable Law

The provisions of this Agreement shall be interpreted, construed, and enforced in accordance with, and governed by, the laws of the State of Oregon without reference to its conflict of laws provisions that might otherwise require the application of the law of any other jurisdiction. Any action or suits involving any question arising under this Agreement must be brought in the appropriate court in Multnomah County, Oregon.

9. Merger

This Agreement encompasses the entire agreement of the parties, and supersedes all previous understandings and agreements between the parties, whether verbal or written.

10. Electronic Signature

The City and Michael Marshman may conduct this transaction, including any Agreement amendments, by electronic means, including the use of electronic signatures.

11. Third Party Beneficiaries

There are no third party beneficiaries to this Agreement. Enforcement of this Agreement is reserved to the parties.


12. Subcontractors/Assignment

Michael Marshman shall not subcontract, assign, or transfer any of the work to be performed under this agreement, without the prior written consent of the City.


13. Severability

The parties agree that if any term or provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular term or provision held to be invalid.


SIGNATURES:

  
\_\_\_\_\_  
Charlie Hales, Mayor and  
Commissioner-in-Charge

6-27-2016  
Date

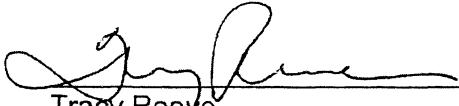
  
\_\_\_\_\_  
Michael Marshman, Chief  
Police Bureau

6-27-16  
Date

  
\_\_\_\_\_  
Anna Kanwit, Director  
Bureau of Human Resources

6-27-16  
Date

Approved as to Form:

  
\_\_\_\_\_  
Tracy Reeve  
City Attorney

6/27/16  
Date

## HR Administrative Rules - EMPLOYEE BEHAVIOR

---

### Confirmation of Receipt

I have reviewed Administrative Rules:

- 2.02 Prohibition Against Workplace Harassment, Discrimination and Retaliation
- 4.01 Drug and Alcohol Use Prohibited
- 4.08 Information Technologies
- 4.09 Use of City Resources
- 4.12 Workplace Violence Prohibited
- 5.01 Employee Discipline
- 11.01 Statement of Ethical Conduct
- 11.02 Prohibited Conduct
- 11.03 Duty to Report Unlawful or Improper Actions

I have had an opportunity to read and ask questions for clarification and I understand that I am expected to adhere to these rules in their entirety.

Michael Marshmon  
Employee Name (please print legibly)

273464  
Personnel Number (PRNR)

MW Marshmon  
Employee Signature

1-17-14  
Date

Captain  
Job Class Title

Police  
Bureau where employed

MW Marshmon  
Manager/Supervisor Signature

1-17-14  
Date

*A copy of this acknowledgment form will be placed in the bureau personnel file and the BHR personnel file.*

Name: Michael Marshman


PERNR: 273464

ACKNOWLEDGMENT REGARDING WORKPLACE HARASSMENT,  
DISCRIMINATION, AND RETALIATION POLICY

I have received and read the City of Portland's workplace harassment, discrimination, and retaliation policy (Human Resources Rule 2.02). I acknowledge that the City of Portland expects me to comply with the workplace harassment policy (Human Resources Rule 2.02). Additionally, I have received a handout listing examples of inappropriate workplace behaviors.

I have also attended training that explained the City of Portland's policy. I had the opportunity to ask questions about the policy and the training provided.

I know how to report violations of the policy to the appropriate persons within the City of Portland.

  
Signature

1/27/14  
Today's Date

Copkins PPS  
Job Title

Police  
Bureau

1/27/14 @ East Precinct

Date of Workplace Harassment (Rule 2.02) Supervisor/Manager  
Training Session Attended

*This form will be scanned into the employee's official personnel file.*

Supervisor/Manager Training Session  
Revised 05/12  
TWD

Personnel No	Last Name	First Name	Temp Job Class	Temp Job Class Desc	PY Start Date	PY End Date	PY Hours	Cum Hours
273464	Marshman	Michael	30000300	Plc Captain	09/15/2011	09/28/2011	48.00	48.00
0			0		09/29/2011	10/12/2011	56.00	104.00
0			0		01/19/2012	02/01/2012	24.00	128.00
0			0		03/15/2012	03/28/2012	16.00	144.00
0			0		06/21/2012	07/04/2012	40.00	184.00
0			0		07/05/2012	07/18/2012	8.00	192.00
0			0		08/16/2012	08/29/2012	24.00	216.00
0			0		09/13/2012	09/26/2012	32.00	248.00
0			0		09/27/2012	10/10/2012	64.00	312.00
0			0		10/11/2012	10/24/2012	80.00	392.00
0			30000301	Plc Cmdr	03/01/2012	03/14/2012	24.00	24.00
0			0		03/15/2012	03/28/2012	8.00	32.00
0			0		07/05/2012	07/18/2012	8.00	40.00

IBIS 0  
SAP 392  
392

49

New anniversary date is 8/4/13

ENTERED  
10/22/13 *ju*



Referral of Eligibles

LOLITA HENDERSON

CLASS TITLE: **POLICE CAPTAIN**

EXAM NO.: **2013-00257**

BUREAU NAME: **PORTLAND POLICE BUREAU**

REFERRAL DATE: **OCTOBER 9, 2013**

REQUISITION NO.: **2013-00257**

NUMBER OF VACANCIES: **3**

AU NUMBER: **PLSB000012**

REFERRAL EXPIRATION DATE: **DECEMBER 9, 2013**

APPOINTING AUTHORITY: **HALES**

Certification Codes (for hiring manager use)

**A** Appointed, give effective dates

**C/I** Considered, interviewed, not appointed

**C/NI** Considered, not interviewed, not appointed

**NA** Not available, would like to remain on list

**FR** Failed to reply to inquiry of availability

**NS** Did not appear for scheduled interview

**R** No longer interested, remove from list, give date of contact

Please use the above action codes for the certified eligible candidates listed below. Enter effective hire date and/or contact date under comments.

**RECEIVED**

**OCT 17 2013 EC**

Human Resources

**\*Note: This referral is active 60 days from the referral date. If an extension is needed please contact HR Admin Support. (requests must be received prior to the above expiration date)**

Certification of Appointment

(Please complete and forward to BHR/106/404 when appointment is made) This referral is only good for the number of vacancies noted above. Prior to making an offer of employment, all BHR pre-approvals must be completed. Please attach copies.

PRNR# <u>273464</u>	Appointed Employee Name: <u>MARSHMAN, MICHAEL</u>	Effective Date: <u>10/10/2013</u>
Position Title <u>POLICE CAPTAIN</u>	Position Number: <u>40023267</u>	
Bureau Approval(Print Name) <u>SAE Y. NAKANISHI</u>	Bureau Approval (Signature) <u>[Signature]</u>	
Phone Extension <u>3-0526</u>	Date: <u>10/10/13</u>	
REMARKS: (Please include any additional information)		

**PLEASE SUBMIT ONE TOP SHEET PER VACANCY**



City of Portland  
Bureau of  
**Human Resources**  
Knowledgeable | Helpful | Responsive

Office of Management and Finance

Anna Kanwit, Director  
1120 SW 5th Ave., Rm. 404  
Portland, Oregon 97204-1912  
(503) 823-3572  
Fax (503) 823-4156

Jack D. Graham, Chief Administrative Officer

PER HRAR 3.07, BUREAUS MUST INTERVIEW VETERANS. VETERANS ARE HIGHLIGHTED & IDENTIFIED AT THE TOP OF THE REFERRAL.

<u>Rank</u>	<u>Last Name</u>	<u>First Name</u>	<u>Address 1</u>	<u>City</u>	<u>State</u>	<u>Zip</u>	<u>Home Phone</u>	<u>Alternate Phone</u>	<u>Vet Points</u>
1	Marshman	Michael	1111 SW 2nd Avenue	Portland	OR	97204			N

Cert Codes

*A eff 10/10/2013*

## Display Actions (0000)

Pers.No. 273464  
Name Michael Marshman  
EE group 1 Regular Pers.area 1150 Police  
EE subgroup 03 FT Exempt, Negative Pers.subarea 3070 PPCOA Status Active  
Start 10/10/2013 to 12/31/9999 Chng 10/16/2013 PBJAEN

## Personnel action

Action Type Regular Action  
Reason for Action 01 Promotion - Recruitment Hard Copy

## Status

Customer-specific 0  
Employment Active  
Special payment Standard wage type

## Organizational assignment

Position 40023267 Plc Captain  
Personnel area 1150 Police  
Employee group 1 Regular  
Employee subgroup 03 FT Exempt, Negative

## Additional actions

Start Date	Act	Action Type	ActR	Reason for action
10/10/2013	U2	Regular Action	01	Promotion - Recruitment

## Display Organizational Assignment (0001)

## Org Structure

Personnel No 273464 Name Michael Marshman  
 EE group 1 Regular Pers.area 1150 Police  
 EE subgroup 03 FT Exempt, Negative Pers. subarea 3070 PPCOA Stat Active Time J11  
 Start 10/10/2013 to 12/31/9999 Chng 10/16/2013 PBJAEN

## Enterprise structure

CoCode C0P1 City of Portland  
 Pers.area 1150 Police Subarea 3070 PPCOA  
 Cost Ctr PLCH000001 Chief's Office Bus. Area PL00 Portland Police Bureau Hard Copy  
 Fund 100000 General Fund  
 Grant NOT-RELEVANT NOT-RELEVANT  
 Func. Area PSSFSFC0000000GS Chief's Office

## Personnel structure

EE group 1 Regular Payr.area Z1 CoP Bi-Weekly  
 EE subgroup 03 FT Exempt, Negative Contract U-4 Med. No WC

## Organizational plan

Percentage 100.00  
 Position 40023267 Plc Captain  
 Job key 30000300 Plc Captain  
 Exempt E  
 Org. Unit 20000065 Chief  
 Portland Police Bureau

## Administrator

Time J11 Harding, Cheryl  
 PayrAdmin 300 Check Sequence No.

DPSST

## PERSONNEL ACTION REPORT

F-4

Forward To DPSST Within Ten Days Of These Actions

## SECTION A: EMPLOYEE INFORMATION

A	2. Name: Last First Middle MARSHMAN MICHAEL WILLIAM			3. Date of Birth [REDACTED]	1. DPSST Number 25056 (No number? Leave Blank)
	5. Agency PORTLAND POLICE BUREAU			6. Division/Branch DOJ/STRATEGIC SERVICES	4. Date Employed 04/25/1991
	8a. Discipline (Mark all that apply) (See Page 2 definitions) <input checked="" type="checkbox"/> Police <input type="checkbox"/> Parole & Probation <input type="checkbox"/> Emergency Medical Dispatch <input type="checkbox"/> Corrections <input type="checkbox"/> Telecommunications			8b. See page 2 for definitions <input checked="" type="checkbox"/> Certifiable <input type="checkbox"/> Non-Certifiable	
	8c. Are you currently in a certifiable position in more than one discipline? <input type="checkbox"/> Yes (If yes, check all that apply) <input type="checkbox"/> Police <input type="checkbox"/> Corrections <input type="checkbox"/> Parole & Probation <input type="checkbox"/> Telecommunications <input type="checkbox"/> Emergency Medical Dispatch				

## SECTION B: NEW EMPLOYEE Complete Sections A, B, E

B	9. Gender <input type="checkbox"/> Male <input type="checkbox"/> Female	10. Race/Ethnicity	11. Social Security Number	12. Background Completed Per OAR 259-008-0015 <input type="checkbox"/> Yes <input type="checkbox"/> No																																																
	13. High School Education (List School, Location, State)				<input type="checkbox"/> Diploma <input type="checkbox"/> GED																																															
	14. Basic Course(s) Previously Completed <input type="checkbox"/> None <input type="checkbox"/> Corrections <input type="checkbox"/> Telecommunications <input type="checkbox"/> Police <input type="checkbox"/> Parole & Probation <input type="checkbox"/> Emergency Medical Dispatch			15. Date Fingerprints submitted to Oregon State Police I.D. Services																																																
	16. Prior Certifiable Experience (List only Full-Time) Full Time: Years _____ Months _____			<table border="1"> <thead> <tr> <th colspan="6">Certifiable Employment Dates</th> </tr> <tr> <th colspan="3">From</th> <th colspan="3">To</th> </tr> <tr> <th>Month</th> <th>Day</th> <th>Year</th> <th>Rank</th> <th>Month</th> <th>Day</th> <th>Year</th> <th>Rank</th> <th>Discipline</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Certifiable Employment Dates						From			To			Month	Day	Year	Rank	Month	Day	Year	Rank	Discipline																										
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Month	Day	Year	Rank	Month	Day	Year	Rank	Discipline																																												

## SECTION C: SEPARATION FROM EMPLOYMENT Complete Sections A, C, E

C	17. Date of Separation	18. Type of Separation <input type="checkbox"/> Resignation <input type="checkbox"/> Lay-off <input type="checkbox"/> Retirement <input type="checkbox"/> Resignation during investigation <input type="checkbox"/> Deceased <input type="checkbox"/> Retirement in lieu of termination <input type="checkbox"/> Resignation in lieu of termination <input type="checkbox"/> Probationary Discharge <input type="checkbox"/> Retirement while under investigation <input type="checkbox"/> Resignation - Other <input type="checkbox"/> Probationary Discharge for <input type="checkbox"/> Medical Retirement <input type="checkbox"/> Resignation - Settlement Agreement <input type="checkbox"/> FTEP Failure Only <input type="checkbox"/> Other reason _____ <input type="checkbox"/> Discharge for Cause		
---	------------------------	--	--	--

## SECTION D: EMPLOYEE STATUS CHANGE Complete Sections A, D, E

D	19. Date of Status Change 10/10/2013	20. Type of Status Change <input checked="" type="checkbox"/> Promotion <input type="checkbox"/> Demotion <input type="checkbox"/> Leave of Absence <input type="checkbox"/> Reclassification <input type="checkbox"/> Demotion-Voluntary <input type="checkbox"/> Return from Leave of Absence <input type="checkbox"/> Transfer <input type="checkbox"/> Name Change	
	21. Previous Rank, Position, Branch or Name LIEUTENANT	22. Current Rank, Position, Branch or Name CAPTAIN	See page 2 for definitions of certifiable positions <input checked="" type="checkbox"/> Certifiable <input type="checkbox"/> Non-Certifiable
	NOTE: For employees new to a certifiable position, complete box #12, 13 and 15 in Section B		

## SECTION E: SIGNATURE REQUIRED

E	23. I certify that the information entered on this form has been verified and is substantiated by records maintained by this agency. I understand that falsification of this document makes my certification(s) subject to denial or revocation under ORS 181.662 and OAR 259-008-0070.	
	Signature <u>Cathrine A. Henson</u> Agency Head or Authorized Representative	Title <u>POLICE HR MANAGER</u>
	Printed Name <u>CATHRINE A. HENSON</u>	Date <u>10-4-13</u>

## FOR DPSST USE ONLY

Certified Position <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Police <input type="checkbox"/> Corrections <input type="checkbox"/> P & P <input type="checkbox"/> Tele <input type="checkbox"/> EMD	Training Required <input type="checkbox"/> Yes <input type="checkbox"/> No	FTM Required <input type="checkbox"/> Yes <input type="checkbox"/> No	Processed By/Date
FP Check Number	Processed By/Date	OJIN Check	Processed By/Date	NDD Check Processed By/Date

PRNR 273464

SCANNED  
10/10/13  
+ BHR

Marshman, M.

273464 DP33T 25056  
PERNER:

**ACKNOWLEDGEMENT REGARDING WORKPLACE HARASSMENT,  
DISCRIMINATION, AND RETALIATION POLICY**

I have received and read the City of Portland's workplace harassment, retaliation, and discrimination policy (Human Resources Rule 2.02). I understand the City's policy prohibits workplace harassment, discrimination and retaliation. I acknowledge that the City of Portland expects me to comply with the workplace harassment policy (Human Resources Rule 2.02). Additionally, I have received a handout listing examples of inappropriate workplace behaviors.

I have also attended training that explained the City of Portland's policy. I had the opportunity to ask questions about the policy and the training provided.

I know how to report violations of the policy to the appropriate persons within the City of Portland.

M. Marshman MARSHMAN  
Signature

9-24-12  
Today's Date

Lieutenant  
Job Title

Police  
Bureau

Workplace Harassment Prevention Rule 2.02 Training for Supervisors/Managers

Course Code: HR 2.02 MS

Date of Workplace Harassment (Rule 2.02) Supervisor/Manager Training Session Attended

**This form will be scanned into the employee's official personnel file.**

Supervisor/Manager Training Session  
Revised 05/12



## CITY OF PORTLAND, OREGON



### Bureau of Police

Sam Adams, Mayor

Michael Reese, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

Integrity • Compassion • Accountability • Respect • Excellence • Service

## Substance Abuse Policy

### Confirmation of Receipt and Training

I have received the Portland Police Bureau Substance Abuse Policy dated 12-28-11 and Training. If I have any questions regarding the policy I can contact Maureen Weber at 503-823-7894 or Sean Murray at 503-823-0333.

Michael W. Marshman

Employee Name (please print)

*[Handwritten Signature]*

Employee Signature

2/7/12

Date

## **HR Administrative Rules – EMPLOYEE BEHAVIOR**

### **Confirmation of Receipt**

I have reviewed Administrative Rules:

- 2.02 Prohibition Against Workplace Harassment, Discrimination and Retaliation
- 4.01 Drug and Alcohol Use Prohibited
- 4.08 Information Technologies
- 4.09 Use of City Resources
- 4.12 Workplace Violence Prohibited
- 5.01 Employee Discipline
- 11.01 Statement of Ethical Conduct
- 11.02 Prohibited Conduct
- 11.03 Duty to Report Unlawful or Improper Actions

I have had an opportunity to read and ask questions for clarification and I understand that I am expected to adhere to these rules in their entirety, unless the fulfillment of my lawful duties as a member of the Portland Police Bureau necessitates the logical exception to the adherence of these rules.

MICHAEL W. MARSHMAN

Employee Name (please print)

[Signature]

Employee Signature

11.21.07

Date

A/C MARTINEK

Supervisor Name



**SETTLEMENT AGREEMENT  
(On-Call Status and Work-Related Telephone Calls)**

The parties to this Settlement Agreement are the City of Portland (City), on behalf of the Portland Police Bureau (PPB), and the Portland Police Association (PPA).

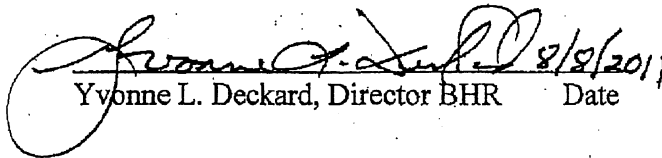
**Recitals**

- A. The City and the PPA were parties to a Collective Bargaining Agreement (CBA), the term of which was July 1, 2006 to June 30, 2010. The parties executed a successor agreement, the term of which is July 1, 2010 to June 20, 2013.
- B. Article 43.15 of the parties' expired CBA addresses the issue of compensation for work-related telephone calls. Article 43.16 of the parties' expired CBA addresses the issue of compensation for time in On-Call Status. On its face, the parties' expired CBA is not explicit concerning whether a call taken while in On-Call Status is separately compensated as a work-related telephone call or is included in the compensation for being On-Call.
- C. The City determined that it would not compensate officers for calls taken while in On-Call Status that were related to the work for which the member was on-call. Subsequently, the Portland Police Bureau began paying the Public Information Officer separate compensation for telephone calls taken during On-Call Status based on its belief that the City and PPA had reached a settlement that allowed the Bureau to do so. In fact, the parties had not reached such a settlement agreement. Upon discovery that no settlement had been reached, the City ceased compensating the Public Information Officer for separate work-related telephone calls.
- D. The PPA filed a grievance on June 23, 2009 (PPA#2009-08; L/ER#2009-116) alleging that members were entitled to receive both compensation for time in On-Call Status under Article 43.16 and compensation for actual time spent on work-related telephone calls under Article 43.15. The PPA also filed a grievance on November 10, 2009 (PPA#2009-28; L/ER#2009-182) alleging that the Public Information Officer was entitled to receive compensation both for time in On-Call Status under Article 43.16 and compensation for actual time spent on work-related telephone calls under Article 43.15.
- E. Article 43.16 of the current CBA provides that officers in on-call status shall receive on-call pay plus pay pursuant to Article 43.15 for time spent on telephone calls.
- F. The parties wish to resolve both grievances as follows:

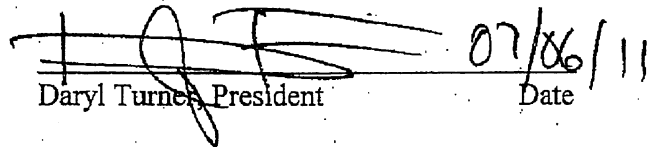
On-Call/PIO On-Call Settlement Agreement  
Page 3

5. The City shall pay the arbitrator's cancellation fee, if any.
6. This Agreement shall be effective upon approval by ordinance by the Portland City Council.

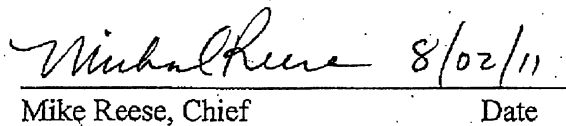
**For the City of Portland:**

  
Yvonne L. Deckard, Director BHR      Date 8/2/11

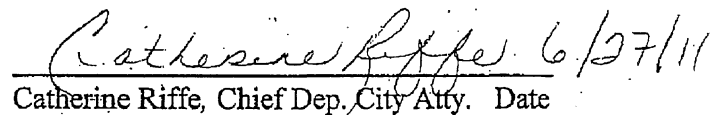
**For Portland Police Association:**

  
Daryl Turner, President      Date 07/26/11

**For Portland Police Bureau:**

  
Mike Reese, Chief      Date 8/02/11

*Approved as to form:*

  
Catherine Riffe, Chief Dep. City Atty.      Date 6/27/11

Infotype Edit Goto Extras System Help		SAP	
Display Organizational Assignment (0001)			
Org Structure			
<div>Find by Person Collective search help Search Term Free search test test 2</div>			
Personnel No. 273464		Name Michael Marshman	
EE group 1 Regular		Pers.area 1150 Police	
EE subgroup 03 FT Exempt, Negative		Pers. subarea 3070 PPCOA Stat Active Time J11	
Start 12/09/2009 to 12/31/9999		Chng 12/21/2009 PBELAINEA	
Enterprise structure			
CoCode C0P1 City of Portland		Subarea 3070 PPCOA	
Pers.area 1150 Police		Bus. Area PL00 Portland Police Bureau	
Cost Ctr PLIN000011 Detective Division		Fund 100000 General Fund	
Grant NOT-RELEVANT		NOT-RELEVANT	
Func. Area PSININD00000006S		Detective Operations	
Personnel structure			
EE group 1 Regular		Payr.area Z1 CoP Bi-Weekly	
EE subgroup 03 FT Exempt, Negative		Contract U-4 Med, No WC	
Organizational plan		Administrator	
Percentage 100.00		Time J11 Harding, Cheryl	
Position 40005742 Plc Lt		PayrAdmin 300 Check Sequence No.	
Job key 30000299 Plc Lt			
Exempt E			
Org. Unit 20001872 DD F RSC			
		Det Div Fraud Rob Sex Cri	
Prints Window Contents			

**FAXED**  
120409 *jd*

DPSST

## PERSONNEL ACTION REPORT

F-4

Forward To DPSST Within Ten Days Of These Actions

			1. DPSST Number <b>25056</b>	
<b>A</b>	2. Name: Last First Middle <b>MARSHMAN MICHAEL W.</b>		3. Date of Birth <b>[REDACTED]</b>	
	4. Date Employed <b>04/25/1991</b>			
	5. Agency <b>PPB</b>		6. Division/Branch <b>EAST PRECINCT</b>	
	7. Rank or Position <b>SERGEANT</b>			
8a. Discipline (Mark all that apply) <input type="checkbox"/> Police <input type="checkbox"/> Parole & Probation <input type="checkbox"/> Emergency Medical Dispatch <input type="checkbox"/> Corrections <input type="checkbox"/> Telecommunications			8b. See page 2 for definitions of certifiable positions <input checked="" type="checkbox"/> Certifiable <input type="checkbox"/> Non-Certifiable	
8c. Are you currently in a certifiable position in more than one discipline? <input type="checkbox"/> Yes (If yes, check all that apply) <input type="checkbox"/> Police <input type="checkbox"/> Corrections <input type="checkbox"/> Parole & Probation <input type="checkbox"/> Telecommunications <input type="checkbox"/> Emergency Medical Dispatch				

## SECTION B: NEW EMPLOYEE Complete Sections A, B, E

<b>B</b>	9. Gender <input type="checkbox"/> Male <input type="checkbox"/> Female		10. Race/Ethnic		11. Social Security Number		12. Background Completed Per OAR 259-008-0015 <input type="checkbox"/> Yes <input type="checkbox"/> No (For Police, Corrections and P & P disciplines)																																																											
	13. High School Education (List School, Location, State) <input type="checkbox"/> Diploma <input type="checkbox"/> GED																																																																	
	14. Basic Course(s) Previously Completed <input type="checkbox"/> None <input type="checkbox"/> Corrections <input type="checkbox"/> Telecommunications <input type="checkbox"/> Police <input type="checkbox"/> Parole & Probation <input type="checkbox"/> Emergency Medical Dispatch						15. Date Fingerprints submitted to Oregon State Police I.D. Services																																																											
	16. Prior Certifiable Experience (List only Full-Time) Full Time: Years _____ Months _____						Certifiable Employment Dates From _____ To _____ <table border="1"> <thead> <tr> <th>Agency</th> <th>Address</th> <th>Month</th> <th>Day</th> <th>Year</th> <th>Rank</th> <th>Month</th> <th>Day</th> <th>Year</th> <th>Rank</th> <th>Discipline</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>						Agency	Address	Month	Day	Year	Rank	Month	Day	Year	Rank	Discipline																																											
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## SECTION C: SEPARATION FROM EMPLOYMENT Complete Sections A, C, E

<b>C</b>	17. Date of Separation		18. Type of Separation <input type="checkbox"/> Resignation <input type="checkbox"/> Probationary Discharge <input type="checkbox"/> Retirement <input type="checkbox"/> Resignation during investigation <input type="checkbox"/> Discharge for Cause <input type="checkbox"/> Medical Retirement <input type="checkbox"/> Resignation in lieu of termination <input type="checkbox"/> Lay-off <input type="checkbox"/> Other _____ <input type="checkbox"/> Resignation - Other <input type="checkbox"/> Deceased					

## SECTION D: EMPLOYEE STATUS CHANGE Complete Sections A, D, E

<b>D</b>	19. Date of Status Change <b>12/09/2009</b>		20. Type of Status Change <input checked="" type="checkbox"/> Promotion <input type="checkbox"/> Demotion <input type="checkbox"/> Leave of Absence <input type="checkbox"/> Reclassification <input type="checkbox"/> Demotion-Voluntary <input type="checkbox"/> Administrative Leave <input type="checkbox"/> Transfer <input type="checkbox"/> Name Change <input type="checkbox"/> Return from Leave						
	21. Previous Rank, Position, Branch or Name <b>SERGEANT</b>			22. Current Rank, Position, Branch or Name <b>LIEUTENANT</b>			See page 2 for definitions of certifiable positions <input checked="" type="checkbox"/> Certifiable <input type="checkbox"/> Non-Certifiable		
	NOTE: For employees new to a certifiable position, complete box #12, 13 and 15 in Section B								

## SECTION E: REQUIRED FOR ALL ACTIONS

<b>E</b>	23. I certify that the information entered on this form has been verified and is substantiated by records maintained by this department. I understand that falsification of this document makes me subject to penalty under ORS 162.055, et al, and ORS 162.305.	
	Signature <i>[Signature]</i> Department Head or Authorized Representative	Title <b>POLICE HUMAN RESOURCES MANAGER</b>
	Printed Name <b>SEAN L. MURRAY</b>	Date <b>12/04/2009</b>

## FOR DPSST USE ONLY

Certified Position <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Police <input type="checkbox"/> Corrections <input type="checkbox"/> P & P <input type="checkbox"/> Tele <input type="checkbox"/> EMD	Training Required <input type="checkbox"/> Yes <input type="checkbox"/> No	FTM Required <input type="checkbox"/> Yes <input type="checkbox"/> No	Processed By/Date
FP Check Number	Processed By/Date	OJIN Check	Processed By/Date	NDD Check Processed By/Date



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

**VERA KATZ, MAYOR**  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

**MEMORANDUM (CONFIDENTIAL)**

January 30, 1996

TO: Officer Michael Marshman, BPST #25056  
Mounted Patrol

SUBJECT: Command Counseling  
IAD #95-219

You are hereby notified I have found that your conduct, while employed with the Portland Police Bureau, has not met standards acceptable to the Bureau. The charges are a violation of General Order 314.00 - Use of Force as it relates to General Order 1010.20 - Use of Physical Force. Under City Code 4.01.030 (G8), a violation of Bureau rules is cause for disciplinary action. The official Manual of Rules and Procedures of the Portland Police Bureau reads as follows:

**General Order 314.00 - Use of Force** (June 10, 1989 Revision #4)

Members in the lawful performance of their duties will use only the degree of force necessary to subdue a person, for self-defense, OR IN THE DEFENSE OF ANOTHER PERSON. Members shall never willfully mistreat any person.


**General Order 1010.20 - Use of Physical Force** (May 30, 1991 Revision #2 - see attached)

In the Letter of Proposed Discipline dated to you on October 31, 1995, I advised you that a Letter of Reprimand was being considered pending the results of a final investigation of charges for violation of General Order 314.00 - Use of Force as it relates to General Order 1010.20 - Use of Physical Force.

I have considered the information you presented at your pre-disciplinary meeting with me on November 28, 1995. After considering this information, I have decided that Command Counseling is appropriate in this case. When Mr. Cumbie moved his legs and placed his hands on the ground as if to get up, you could have first tried verbal commands before escalating the situation by using force.

Officer Michael Marshman  
January 30, 1996  
Page 2

Any repetition of conduct of this nature on your part will not be tolerated by the Portland Police Bureau and could lead to disciplinary action.

  
CHARLES A. MOOSE, Ph.D.  
Chief of Police

 2/2/96 1638  
OFFICER MICHAEL MARSHMAN, BPST #25056      Date/Time

I certify that I have read and received a copy of this notice.

CAM/DA:cfid  
marshman.com

cc: PPA  
Bureau of Personnel Services, Personnel File  
✓ Bureau Personnel File  
Bureau Field File



CITY OF  
**PORTLAND, OREGON**  
BUREAU OF POLICE

VERA KATZ, MAYOR  
Charles A. Moose, Chief of Police  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204

MEMORANDUM (CONFIDENTIAL)

October 31, 1995

TO: Officer Michael Marshman, BPST #25056  
Mounted Patrol

SUBJECT: Proposed Discipline: Letter of Reprimand  
IAD #95-219

You are hereby notified I have found that your conduct, while employed with the Portland Police Bureau, has not met standards acceptable to the Bureau. The charges are a violation of General Order 314.00 - Use of Force as it relates to General Order 1010.20 - Use of Physical Force. Under City Code 4.01.030 (G8), a violation of Bureau rules is cause for disciplinary action. The official Manual of Rules and Procedures of the Portland Police Bureau reads as follows:

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Members in the lawful performance of their duties will use only the degree of force necessary to subdue a person, for self-defense, OR IN THE DEFENSE OF ANOTHER PERSON. Members shall never willfully mistreat any person.

General Order 1010.20 - Use of Physical Force (May 30, 1991 Revision #2 -  
see attached)

On May 11, 1995, you were riding in the horse patrol truck with Officer Gregory Mack. While passing the loading dock of Consolidated Freightways on N.W. 4th Avenue and N.W. Glisan Street, you observed a large bundle of blankets with a wheelchair on top of the blankets. Officer Mack stopped the vehicle, exited and went onto the loading dock to investigate. You remained standing on the street in front of the loading dock, waiting to see if anyone was actually asleep under the blankets.

Officer Mack approached the bundle, and nudged it with his feet. The complainant, Majors Cumbie "popped up" from the blankets. Mr. Cumbie, who had been drinking earlier in the day, became verbally aggressive towards Officer Mack after being nudged awake. At this point you came onto the loading dock to assist.

Officer Mack told Mr. Cumbie he was going to write him a citation for prohibited camping. Mr. Cumbie was upset about the citation, explaining he believed it was reasonable for him to sleep on the loading dock since he had been drinking and wouldn't be allowed to enter the Transition Projects Program.

You stated in your IAD interview that while you were watching this incident you were at the same time wondering if Mr. Cumbie really needed a wheelchair. The loading dock ramps were extremely steep, and you couldn't imagine a person physically being able to wheel himself up the ramp. As you were observing Mr. Cumbie, he sat up with his legs out in front of him; you said he appeared aggressive, making hand gestures. Majors Cumbie then put his hands on the ground and pulled his knees up. Officer Mack took a few steps backwards to put some distance between himself and Mr. Cumbie. You put a reverse wrist lock on Mr. Cumbie's left arm and grabbed his ponytail with your other hand, in an attempt to immobilize and keep him from getting up, while Officer Mack finished writing the citation. You stated you did this because of Mr. Cumbie's alcohol consumption, and the belief he was getting up and didn't need a wheelchair.

Officer Marshman, you violated General Order 314.00 - Use of Force as it relates to General Order 1010.20 - Use of Physical Force by using physical force against Mr. Cumbie with no reasonable justification for doing so. Mr. Cumbie did not make any outward actions toward you, other than moving his legs and placing his hands on the ground. This action by him, as well as his use of profanity is not a sufficient reason to apply force. There was no evidence of the need to defend yourself or Officer Mack or that either of you were in imminent danger from Mr. Cumbie's actions.

The violation of General Order 314.00 - Use of Force as it relates to General Order 1010.20 - Use of Physical Force was sustained against you by the Review Level Committee. This conduct, if substantiated, is sufficient for me to impose an official Letter of Reprimand.

You have the right to respond either orally or in writing to the charges by November 28, 1995. If you wish to make an oral presentation of your position before a final decision is rendered in your case, I will be available in my office on Tuesday, November 28, 1995 at 1000 hours. You may have a union representative present.

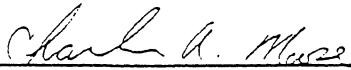


Officer Michael Marshman

October 31, 1995

Page 3

I will notify you in writing of my decision based upon your response. If you choose not to make an oral presentation, please notify me in writing.

  
\_\_\_\_\_  
CHARLES A. MOOSE, Ph.D.  
Chief of Police

  
\_\_\_\_\_  
OFFICER MICHAEL MARSHMAN, BPST #25056

I certify that I have read and received a copy of this notice.

CAM/DA:cfd  
Marshman.pro

cc: PPA  
Bureau of Personnel Services, Personnel File  
~~Bureau Personnel File~~  
Bureau Field File

PAN [REDACTED] successfully updated.

## PAN Information

PAN #	Employee	PAN Status	Owning Bureau
169987	[REDACTED] MARSHMAN, MICHAEL W	Bureau Approved	100 C08 990
Action Code	Effective Date	IBIS Update Date	Approve
OE (PSTAT/Employee Code Change)	10/30/2008		

## Employee Information

Name	Home Phone
Address	
City, State, Zip -	
Birth Date Sex Citizen EEO Code	
Driver's License State Driver's License Number	

## Employment Information

AU RU ORG ACTIVITY	Employment Code (PSTAT)					
	11 (Full-Time, Permanent (in Authorized Permanent Position))					
Standard Hours	Hourly Rate	Check Seq.	Excpt/Tar Rpt.	Separation Status	Limitation Years	Assignment End Date
	38.4800					

## Position Information

Position #	Multi #	Split Code	Pos. Specialty	Over/Underfill
Job Class JC. Specialty OT Code FLSA Barg. Unit Local EEO Category				
5134	Police Sergeant	J	Y	22Technician

## Date/Benefits Information

Job Class Seniority Date	Vacation Accrual Date	Anniversary Date
9/23/2004		
Physical Exam Date Longevity Service Date		

## Remarks

REVERSE WORKING OUT OF CLASS EPAN PER ANNA KANWIT'S EMAIL.

## Approvals

Connie Duckworth on 2/24/2009 1:59:48 PM	
Approve	Clear Approvals

EPAN Web Application

Send problems, questions, and comments to Wayne Ferrell

This page was last modified May 11, 2005

PSTAT of 11 so that PPB Fiscal Services can process their over time via a TAR over-ride. I will continue monitoring these PPA Sergeants in collaboration with Fiscal Services, and anyone else in WOC status, as we transition to the SAP implementation.

The 3 WOC PPA Sergeants are:

[REDACTED] - 38.48 - 7-8-08

Mike Marshman

[REDACTED] - 10-30-08

9-8-24 *sen*

/ 38.48

9-23-2004 *class*

Thank you,

*Deleted as ~~epan~~ not processed yet*

Christopher A. Parra  
Human Resources Coordinator  
Portland Police Bureau  
O: 503-823-0339  
[cparra@portlandpolice.org](mailto:cparra@portlandpolice.org)

**From:** Christopher Parra  
**To:** Duckworth, Connie  
**Date:** 2/24/09 1:42PM  
**Subject:** Fwd: RE: WOC Exception

FYI

Christopher A. Parra  
 Human Resources Coordinator  
 Portland Police Bureau  
 O: 503-823-0339  
 cparra@portlandpolice.org

PS-11

>>> Kim Rust 02/24/09 01:36PM >>>  
 Chris,

Will Connie or Bianca be doing epans today to revert these acting lieutenants to sergeants? And will you make sure that Wayne Ferrell processes the epans?

Thank you!

Kim

>>> Anna Kanwit 02/24/09 01:29PM >>>  
 I agree with this solution but it only applies to sergeants working out of class as lieutenants-for everyone else, you can only use the TAR override for WOC assignments lasting 30 days or less. Post go-live we can determine if there is a better solution.

*Anna Kanwit*  
*Assistant Human Resources Director*  
*Bureau of Human Resources*  
*(503) 823-5219*

---

**From:** Rust, Kim  
**Sent:** Tuesday, February 24, 2009 1:28 PM  
**To:** Kanwit, Anna; Parra, Christopher  
**Cc:** Rhodes, Audie (EBS); Del Gizzi, Bob; Stoddard, Julia; Murray, Sean (Police)  
**Subject:** Re: WOC Exception

Chris / Anna,

[REDACTED]


2/2/09  
 35.11  
 5134

Thank you,

Kim

>>> Christopher Parra 02/24/09 01:23PM >>>  
 Anna,

Per our conversation this afternoon regarding PPA Sergeants working out of class as PPCOA Lieutenants and the problem with their assigned WOC employment code. Due to a system configuration in IBIS/EPAN, PPB Fiscal Services is unable to pay over time to the PPA Sergeants when their PSTAT is changed to 17 (Full-time, Working out of Class, Permanent Status in Different Class). To allow for the employees to be receive their earned over time, PPB is requesting to return the employees to their original

 PAN [REDACTED] successfully updated.

## PAN Information

<u>PAN #</u>	<u>Employee</u>	<u>PAN Status</u>	<u>Owning Bureau</u>
168256	[REDACTED] MARSHMAN, MICHAEL W	Bureau Approved	100 C08 990
<u>Action Code</u>	<u>Effective Date</u>	<u>IBIS Update Date</u>	<input type="button" value="Approve"/>
SC (Salary Change)	1/1/2009		

## Employee Information

<u>Name</u>	<u>Home Phone</u>
<u>Address</u>	
<u>City, State, Zip</u>	
<u>Birth Date Sex Citizen EEO Code</u>	
<u>Driver's License State Driver's License Number</u>	

## Employment Information

<u>AU RU ORG ACTIVITY</u> <u>Employment Code (PSTAT)</u>						
<u>Standard Hours</u>	<u>Hourly Rate</u>	<u>Check Seq.</u>	<u>Excpt/Tar Rpt.</u>	<u>Separation Status</u>	<u>Limitation Years</u>	<u>Assignment End Date</u>
	45.5000					

## Position Information

<u>Position #</u> <u>Multi #</u> <u>Split Code</u> <u>Pos. Specialty</u> <u>Over/Underfill</u>
<u>Job Class</u> <u>JC. Specialty</u> <u>OT Code</u> <u>FLSA</u> <u>Barg. Unit</u> <u>Local</u> <u>EEO Category</u>

## Date/Benefits Information

<u>Job Class Seniority Date</u> <u>Vacation Accrual Date</u> <u>Anniversary Date</u>
<u>Physical Exam Date</u> <u>Longevity Service Date</u>

## Remarks

ADJUST SALARY FOR 2009

## Approvals

Connie Duckworth on 1/23/2009 8:13:33 AM	
<input type="button" value="Approve"/>	<input type="button" value="Clear Approvals"/>

EPAN Web Application

Send problems, questions, and comments to Wayne Ferrell

This page was last modified May 11, 2005

## PAN Information

PAN #	Employee	PAN Status	Owning Bureau
167495	<b>MARSHMAN, MICHAEL W</b>	IBIS Updated	100 C08 990
Action Code	Effective Date	IBIS Update Date	<input type="button" value="Approve"/>
IP (Internal Promotion)	10/30/2008	1/22/2009 2:32:33 PM	

## Employee Information

Name	Home Phone
Address	
City, State, Zip	-
Birth Date	Sex Citizen EEO Code
Driver's License State	Driver's License Number

## Employment Information

AU RU ORG ACTIVITY	Employment Code (PSTAT)					
<b>17 (Full-time, Working out of Class, Permanent Status in Different Class)</b>						
Standard Hours	Hourly Rate	Check Seq.	Excpt/Tar Rpt.	Separation Status	Limitation Years	Assignment End Date
	42.3300					10/29/2009

## Position Information

Position #	Multi #	Split Code	Pos. Specialty	Over/Underfill
<b>Normal</b>				
Job Class	JC. Specialty	OT Code	FLSA Barg. Unit	Local EEO Category
5137 Police Lieutenant	X	N	PCOA	L5003 21Professional

## Date/Benefits Information

Job Class Seniority Date	Vacation Accrual Date	Anniversary Date
Physical Exam Date	Longevity Service Date	

## Remarks

OUT OF CLASS APPOINTMENT / THE EMPLOYEE IS NEEDED TO FULFILL CRITICAL BUSINESS NEEDS FOR THE CHIEF'S OFFICE

## Approvals

Janice McMillan-Friday on 1/21/2009 4:43:19 PM
Kellie Le on 1/22/2009 9:15:42 AM
Wayne Ferrell on 1/22/2009 2:32:24 PM
<input type="button" value="Approve"/> <input type="button" value="Clear Approvals"/>

EPAN Web Application

Send problems, questions, and comments to Wayne Ferrell

This page was last modified May 11, 2005

**From:** Wayne Ferrell  
**To:** Janice McMillian Friday; Julia Stoddard; Connie Duckworth  
**Date:** 1/22/09 2:50PM  
**Subject:** RE: EPAN # 167495 - MARSHMAN, MICHAEL W

I have modified the EPAN to show the hourly rate of \$42.33 which is entry for Lieutenant for that timeframe. That EPAN has been processed.

Go ahead and generate the second EPAN (utilizing action code "SC") with the effective date of 1/1/09. That will move the rate from \$42.33 to \$45.50. Let me know when the second EPAN is ready and I will expedite processing.

Thank you,  
Wayne

---

**From:** McMillian Friday, Janice  
**Sent:** Thursday, January 22, 2009 1:36 PM  
**To:** Ferrell, Wayne  
**Cc:** Duckworth, Connie; Parra, Christopher  
**Subject:** Re: EPAN # 167495 - MARSHMAN, MICHAEL W

Wayne:

I believe that Michael will probably have two Epan's: the first should reflect out of class at the old comp plan rate with dates of 10/30/2008 through 12/31/2008 and the 2nd should reflect the new compensation rate as of 1/1/2009. I am including Connie and Julia on this as I am not the creator, but will assist my team as needed.

Let me know if you agree with this logic on the out of class that now straddles 2008-2009 compensation plans.

>>> Wayne Ferrell 01/22/09 10:47AM >>>

Regarding the EPAN cited in subject line. An internal promotion showing the effective date of 10/30/2008. New job class is Police Lieutenant. New hourly rate showing is \$45.50. The rate of \$45.50 is the new rate that (as per Ordinance # 182388) went into effect 1/1/2009. It appears that you have utilized an hourly rate that (based on the effective date of 10/30/2008) the subject employee is not yet entitled to.

I can not process this EPAN as submitted.

Please advise.

Thanks,  
Wayne G. Ferrell  
Bureau of Human Resources  
Employee Records  
[pswayne@ci.portland.or.us](mailto:pswayne@ci.portland.or.us)  
106/404/BHR/Wayne  
Phone 503-823-3512  
Fax 503-823-4156

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dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by replying to the message and destroying this copy in a secure manner. Thank you.

**CC:** Christopher Parra;Elizabeth Haynes



**From:** Janice McMillianFriday  
**To:** Ferrell, Wayne  
**Date:** 1/22/09 1:35PM  
**Subject:** Re: EPAN # 167495 - MARSHMAN, MICHAEL W

Wayne:

I believe that Michael will probably have two Epan's: the first should reflect out of class at the old comp plan rate with dates of 10/30/2008 through 12/31/2008 and the 2nd should reflect the new compensation rate as of 1/1/2009. I am including Connie and Julia on this as I am not the creator, but will assist my team as needed.

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I can not process this EPAN as submitted.

Please advise.

Thanks,  
Wayne G. Ferrell  
Bureau of Human Resources  
Employee Records  
[pswayne@ci.portland.or.us](mailto:pswayne@ci.portland.or.us)  
106/404/BHR/Wayne  
Phone 503-823-3512  
Fax 503-823-4156

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**CC:** Duckworth, Connie; Parra, Christopher

**i** PAN 167495 successfully updated.

## PAN Information

<u>PAN #</u>	<u>Employee</u>	<u>PAN Status</u>	<u>Owning Bureau</u>
167495	<b>MARSHMAN, MICHAEL W</b>	Bureau Approved	100 C08 990
<u>Action Code</u>	<u>Effective Date</u>	<u>IBIS Update Date</u>	<input type="button" value="Approve"/>
SC (Salary Change)	10/30/2008		

## Employee Information

<u>Name</u>	<u>Home Phone</u>
<u>Address</u>	
<u>City, State, Zip</u> -	
<u>Birth Date Sex Citizen EEO Code</u>	
<u>Driver's License State Driver's License Number</u>	

## Employment Information

<u>AU</u>	<u>RU</u>	<u>ACTIVITY</u>	<u>Employment Code (PSTAT)</u>			
<u>ORG</u>			<b>13 (Full-Time, Temporary Assignment of Permanent Employee to Different Class)</b>			
<u>Standard Hours</u>	<u>Hourly Rate</u>	<u>Check Seq.</u>	<u>Excpt/Tar Rpt.</u>	<u>Separation Status</u>	<u>Limitation Years</u>	<u>Assignment End Date</u>
	42.3300					

## Position Information

<u>Position #</u>	<u>Multi #</u>	<u>Split Code</u>	<u>Pos. Specialty</u>	<u>Over/Underfill</u>	
<u>Job Class</u>	<u>JC. Specialty</u>	<u>OT Code</u>	<u>FLSA Barg.</u>	<u>Unit Local</u>	<u>EEO Category</u>

## Date/Benefits Information

<u>Job Class Seniority Date</u>	<u>Vacation Accrual Date</u>	<u>Anniversary Date</u>
<u>Physical Exam Date</u>	<u>Longevity Service Date</u>	

## Remarks

OUT OF CLASS APPOINTMENT / THE EMPLOYEE IS NEEDED TO FULFILL CRITICAL BUSINESS NEEDS FOR THE CHIEF'S OFFICE

## Approvals

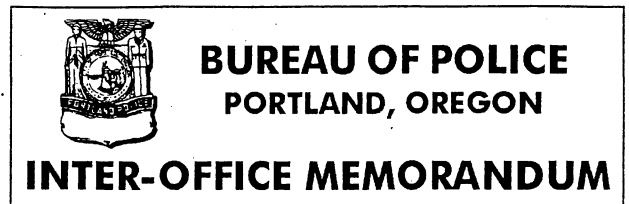
<b>Connie Duckworth</b> on <b>1/14/2009 10:50:44 AM</b>	
<input type="button" value="Approve"/>	<input type="button" value="Clear Approvals"/>

EPAN Web Application

Send problems, questions, and comments to Wayne Ferrell

DATE: October 30, 2008

TO: Kim Rust  
Fiscal Services Division



FROM: Leslie Stevens, Director  
Office of Accountability and Professional Standards

SUBJ: Request Pay for Work in Higher Classification

Request higher classification pay for:

Sergeant Mike Marshman #25056 Office of Accountability Professional Standards/Chief's Office

Dates Requested: 103008-112708

The above person is temporarily assigned to fulfill the duties and responsibilities of

*Lieutenant*

(Check One)

<input checked="" type="checkbox"/>	This assignment will be for more than one (1) consecutive working days and is authorized under Section 37 of the PPA Contract.
<input type="checkbox"/>	More than one officer used at different times to fill the same higher class position, and the position is vacant for more than (3) consecutive working days, and is authorized under Section 37 of the PPA contract.
<input type="checkbox"/>	This assignment will be for three (3) consecutive working days for PPCOA members.
<input type="checkbox"/>	This assignment will be for one (1) or more working days under Section 11 of the DCTU Contract.
<input type="checkbox"/>	This assignment will be for three (3) consecutive working days (non-represented).

Approval:

  
DIRECTOR

c: Personnel  
201  
Timekeeper  
Hi-class

# FIREARMS QUALIFICATION RECORD

Date 11-19-07

Print Name MARSHMAN MICHAEL  
(Last) (First) (MI)

DPSST 29090 Div CWO

## Primary Sidearm (required)

Qualification Score 91.6

Conditional Qualification Score \_\_\_\_\_

Make GLDCV Mdl 17 Cal 9m Brl \_\_\_\_\_ Ser# 14233

Function Check: ☐ Passed ☐ Passed (Needs attention) ☐ Failed (List reasons for failure on checklist at right)

## Additional Sidearm

Qualification Score \_\_\_\_\_

Conditional Qualification Score \_\_\_\_\_

Make \_\_\_\_\_ Mdl \_\_\_\_\_ Cal \_\_\_\_\_ Brl \_\_\_\_\_ Ser# \_\_\_\_\_

Function Check: ☐ Passed ☐ Passed (Needs attention) ☐ Failed (List reasons for failure on checklist at right)

Ammunition: \_\_\_\_\_  
(Brand) (Weight) (Type)

## Rifle

Colt AR-15 Ser# \_\_\_\_\_ Qualification Score \_\_\_\_\_

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

## Shotgun

Remington 870

Function Check: ☒ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☒ Passed ☐ Failed ☐ Did not fire

## Less Lethal

Remington 870

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☐ Passed ☐ Failed

Sage SL-6

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☐ Passed ☐ Failed

Instructor: W. GOFF DPSST 26748

Officer Signature: \_\_\_\_\_

White: Training  
Yellow: RU Commander  
Pink: Officer

### Semi-Auto

- ☐ Ejector (2+)
- ☐ Extractor (2+)
- ☐ Hold Open
- ☐ Decock/Safety
- \* ☐ Push Off
- \* ☐ 64 oz. SA
- ☐ Firing Pin
- ☐ Pin Block
- ☐ Screws Loose
- ☐ Magazine
- ☐ Not Lubricated
- ☐ Other (specify)

### Revolver

- ☐ Ejector
- ☐ Rod Run Out
- ☐ Cylinder Bind
- ☐ End / Yoke Shake
- \* ☐ Cylinder Stop
- ☐ Open/Close
- ☐ BBL/Cyl Gap
- ☐ Firing Pin
- ☐ Bushing
- \* ☐ Sing SA/DA
- \* ☐ Carry Up
- \* ☐ Push Off
- \* ☐ 48 oz SA
- ☐ Recovery
- ☐ Screws Loose
- ☐ Other (specify)

### AR-15

- ☐ Sights
- ☐ Magazines
- ☐ Magazine Catch
- \* ☐ Bolt/Charging Handle
- \* ☐ Trigger
- \* ☐ Trigger Reset
- \* ☐ Safety On / Off
- ☐ Screws / Bolts / Pins

### Shotgun

- ☐ Safety On / Off
- ☐ Safety Function
- ☐ Barrel
- ☐ Ejector
- ☐ Extractor
- ☐ Loading
- ☐ Unloading, in magazine only
- ☐ Unloading, shell in chamber
- ☐ Round jams carrier

\* indicates immediate failure.

# FIREARMS QUALIFICATION RECORD

Date 2/20/07

Print Name MARTIN MICHAEL W  
(Last) (First) (MI)

DPSST 2956 Div CHD

## Primary Sidearm (required)

Qualification Score 96.8

Conditional Qualification Score \_\_\_\_\_

Make GLOCK Mdl 17 Cal 9MM Brl \_\_\_\_\_ Ser# EEP 233

Function Check: ☒ Passed ☐ Passed (Needs attention) ☐ Failed (List reasons for failure on checklist at right)

## Additional Sidearm

Qualification Score \_\_\_\_\_

Conditional Qualification Score \_\_\_\_\_

Make \_\_\_\_\_ Mdl \_\_\_\_\_ Cal \_\_\_\_\_ Brl \_\_\_\_\_ Ser# \_\_\_\_\_

Function Check: ☐ Passed ☐ Passed (Needs attention) ☐ Failed (List reasons for failure on checklist at right)

Ammunition: \_\_\_\_\_  
(Brand) (Weight) (Type)

## Rifle

Colt AR-15 Ser# \_\_\_\_\_ Qualification Score \_\_\_\_\_

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

## Shotgun

Remington 870

Function Check: ☒ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☒ Passed ☐ Failed ☐ Did not fire

## Less Lethal

Remington 870

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☐ Passed ☐ Failed

Sage SL-6

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☐ Passed ☐ Failed

### Semi-Auto

- ☐ Ejector (2+)
- ☐ Extractor (2+)
- ☐ Hold Open
- \* ☐ Decock/Safety
- \* ☐ Push Off
- \* ☐ 64 oz. SA
- ☐ Firing Pin
- ☐ Pin Block
- ☐ Screws Loose
- ☐ Magazine
- ☐ Not Lubricated
- ☐ Other (specify) \_\_\_\_\_

### Revolver

- ☐ Ejector
- ☐ Rod Run Out
- ☐ Cylinder Bind
- ☐ End / Yoke Shake
- \* ☐ Cylinder Stop
- ☐ Open/Close
- ☐ BBL/Cyl Gap
- ☐ Firing Pin
- ☐ Bushing
- \* ☐ Sing SA/DA
- \* ☐ Carry Up
- \* ☐ Push Off
- \* ☐ 48 oz SA
- ☐ Recovery
- ☐ Screws Loose
- ☐ Other (specify) \_\_\_\_\_

### AR-15

- ☐ Sights
- ☐ Magazines
- ☐ Magazine Catch
- \* ☐ Bolt/Charging Handle
- \* ☐ Trigger
- \* ☐ Trigger Reset
- \* ☐ Safety On / Off
- ☐ Screws / Bolts / Pins

### Shotgun

- ☐ Safety On / Off
- ☐ Safety Function
- ☐ Barrel
- ☐ Ejector
- ☐ Extractor
- ☐ Loading
- ☐ Unloading, in magazine only
- ☐ Unloading, shell in chamber
- ☐ Round jams carrier

\* indicates immediate failure.

Instructor: R. HAWKINS DPSST 2951

Officer Signature: \_\_\_\_\_

White: Training  
Yellow: RU Commander  
Pink: Officer

## MEDICAL CERTIFICATION FOR RESPIRATOR USE

To: Captain Eric Hendricks  
Training Division

X Michael Marshman was evaluated for respirator use on: 9-10-07

This evaluation was based on:

- ☒ OR-OSHA questionnaire
- ☐ Medical evaluation

This employee was evaluated for:

- ☒ Half or full face negative pressure respirator
- ☐ Air-supplied
- ☐ Self-contained breathing apparatus

This employee:

- ☒ Has no detected medical condition which would interfere with the use of a respirator.
- ☐ Has the following restrictions regarding the use of a respirator:

- ☐ Has a medical condition which disqualifies him from safe respirator use.
- ☐ Deferred pending further medical evaluation. This employee should:

James Harris MD by  
James Harris, MD, MSPH  
L. H. King RN

9-10-07  
Date

**FitTest Results**

Rick Bean

**FitTrack 3000**

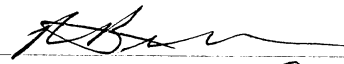
9/14/2007

M 110?

Last Name	Marshman	First Name	Michael	Middle Initial	
Personnel ID	25056	Department		Job Code	
Custom1		Custom2		Custom3	
Test Date	9/14/2007	Test Time	9:11:58 AM	Min FitFactor	500
Mask Mfg.	Scott	Mask Model	M120	Mask Size	Medium-Large
Mask Type	Full Face	Work Rate	Normal	CartType	Medium
Notes					

Protocol Name	REDON	Challenge Pressure	0.58 " H2O	Respirator Rate	53.80 L/Min.
---------------	-------	--------------------	------------	-----------------	--------------

Step Num	Step Description	Fit Factor	Leak Rate			
1	Don & Face Forward	42	1,282			
2	Bend at the Waist & Face Forward	166	324			
3	Shake Head & Face Forward	40	1,341			
4	Redon & Face Forward	222	242			
5	Redon & Face Forward	176	305			
Test Results		FAIL	Equivalent Fit Factor	76	Average Leak Rate	699

Operator : Subject : 

\* Conditional fit.  
Face structure  
interferes with fit.

Needs to try M110  
but issued M120 in the interim.





## CITY OF PORTLAND, OREGON



### Bureau of Police

Tom Potter, Mayor

Rosanne M. Sizer, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

Integrity • Compassion • Accountability • Respect • Excellence • Service

### MEMORANDUM

October 24, 2007

TO: Mr. Sean Murray  
Personnel Manager

SUBJECT: Signature Authority Delegation

This document explains the parameters provided to Sergeant Michael Marshman to have signature authority as my designee. Sergeant Marshman reviews and filters paperwork that ultimately passes through the Services Branch Division. Some of the documents, but not an exclusive list, Sergeant Marshman would sign as my designee would be:

- Travel and reimbursement documents
- Work status forms
- Final paycheck distribution
- PAF's and transfer forms
- Working out of class designations

Sergeant Marshman has my full trust and authority as my designee to both review and sign these documents with my signature stamp. The intent of this action is to provide efficiency and more effectiveness to this otherwise cumbersome and unnecessary process.

BRIAN MARTINEK  
Assistant Chief  
Services Branch

BJM/kl

cc: Ben Jumbo  
Anna Kanwit  
Yvonne Deckard





# FIREARMS QUALIFICATION RECORD

Date 052506

Print Name MARSHMAN MICHAEL W DPSST 29056 Div E  
(Last) (First) (MI)

## Primary Sidearm (required)

Qualification Score 94.8

Conditional Qualification Score \_\_\_\_\_

Make Gaucha Mdl 17 Cal 9mm Brl \_\_\_\_\_ Ser# KEP23308

Function Check: ☒ Passed ☐ Passed (Needs attention) ☐ Failed (List reasons for failure on checklist at right)

## Additional Sidearm

Qualification Score \_\_\_\_\_

Conditional Qualification Score \_\_\_\_\_

Make \_\_\_\_\_ Mdl \_\_\_\_\_ Cal \_\_\_\_\_ Brl \_\_\_\_\_ Ser# \_\_\_\_\_

Function Check: ☐ Passed ☐ Passed (Needs attention) ☐ Failed (List reasons for failure on checklist at right)

Ammunition: \_\_\_\_\_  
(Brand) (Weight) (Type)

## Rifle

Colt AR-15 Ser# \_\_\_\_\_ Qualification Score \_\_\_\_\_

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

## Shotgun

Remington 870

Function Check: ☒ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☒ Passed ☐ Failed ☐ Did not fire

## Less Lethal

Remington 870

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☐ Passed ☐ Failed

Sage SL-6

Function Check: ☐ Passed ☐ Failed (List reasons for failure on checklist at right)

Qualification Course: ☐ Passed ☐ Failed

### Semi-Auto

- ☐ Ejector (2+)
- ☐ Extractor (2+)
- ☐ Hold Open
- ☐ Decock/Safety
- ☐ Push Off
- ☐ 64 oz. SA
- ☐ Firing Pin
- ☐ Pin Block
- ☐ Screws Loose
- ☐ Magazine
- ☐ Not Lubricated
- ☐ Other (specify)

### Revolver

- ☐ Ejector
- ☐ Rod Run Out
- ☐ Cylinder Bind
- ☐ End / Yoke Shake
- ☐ Cylinder Stop
- ☐ Open/Close
- ☐ BBL/Cyl Gap
- ☐ Firing Pin
- ☐ Bushing
- ☐ Sing SA/DA
- ☐ Carry Up
- ☐ Push Off
- ☐ 48 oz SA
- ☐ Recovery
- ☐ Screws Loose
- ☐ Other (specify)

### AR-15

- ☐ Sights
- ☐ Magazines
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- ☐ Trigger
- ☐ Trigger Reset
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- ☐ Screws / Bolts / Pins

### Shotgun

- ☐ Safety On / Off
- ☐ Safety Function
- ☐ Barrel
- ☐ Ejector
- ☐ Extractor
- ☐ Loading
- ☐ Unloading, in magazine only
- ☐ Unloading, shell in chamber
- ☐ Round jams carrier

\* indicates immediate failure.

Instructor: W. Walker DPSST 15040

Officer Signature: MW Morone

White: Training  
Yellow: RU Commander  
Pink: Officer

MARSHALL, MICHAEL

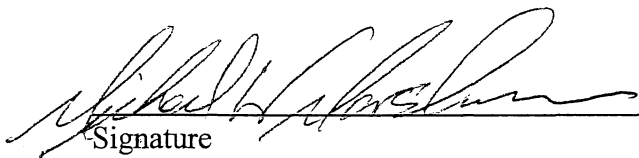
Last Name, First Name

**ACKNOWLEDGEMENT REGARDING WORKPLACE HARASSMENT,  
DISCRIMINATION, AND RETALIATION POLICY**

I have received and read the City of Portland's workplace harassment, retaliation, and discrimination policy (Human Resources Rule 2.2). I acknowledge that the City of Portland expects me to comply with the workplace harassment policy (Human Resources Rule 2.2). Additionally, I have received a handout listing examples of inappropriate workplace behaviors.

I have also attended training that explained the City of Portland's policy. I had the opportunity to ask questions about the policy and the training provided.

I know how to report violations of the policy to the appropriate persons within the City of Portland.

  
Signature

10 02 03  
Today's Date

POLICE OFFICER  
Job Title

P.D.B.  
Bureau

Train-the-Trainer on Rule 2.2 for Non-management Employees 10-2-03  
Date of Workplace Harassment (Rule 2.2) Training Session Attended

*This form will be scanned into the employee's official personnel file, and then the original will be stored in the employee's bureau personnel file.*

MARSHALL, MICHAEL

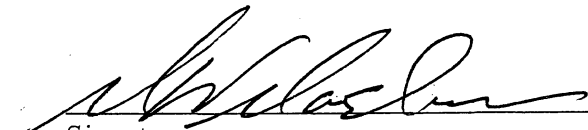
Last Name, First Name

**ACKNOWLEDGEMENT REGARDING WORKPLACE HARASSMENT,  
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I have also attended training that explained the City of Portland's policy. I had the opportunity to ask questions about the policy and the training provided.

I know how to report violations of the policy to the appropriate persons within the City of Portland.

  
Signature

11.10.03  
Today's Date

POLICE OFFICER  
Job Title

PORTLAND POLICE  
Bureau

11.10.03  
Date of Workplace Harassment (Rule 2.2) Training Session Attended

*This form will be scanned into the employee's official personnel file, and then the original will be stored in the employee's bureau personnel file.*

**i** PAN 82886 successfully updated.

### PAN Information

<u>PAN #</u>	<u>Employee</u>	<u>PAN Status</u>	<u>Owning Bureau</u>
82886	██████████ MARSHMAN, MICHAEL W	Bureau Approved	100 E20 999
<u>Action Code</u>	<u>Effective Date</u>	<u>IBIS Update Date</u>	<input type="button" value="Approve"/>
IP (Internal Promotion)	9/23/2004		

### Employee Information

<u>Name</u>	<u>Home Phone</u>
<u>Address</u>	
<u>City, State, Zip</u> -	
<u>Birth Date</u> <u>Sex</u> <u>Citizen</u> <u>EEO Code</u>	
<u>Driver's License State</u> <u>Driver's License Number</u>	

### Employment Information

<u>AU</u>	<u>RU</u>	<u>ORG</u>	<u>ACTIVITY</u>	<u>Employment Code (PSTAT)</u>		
100	194		999			
<u>Standard Hours</u>	<u>Hourly Rate</u>	<u>Check Seq.</u>	<u>Excpt/Tar Rpt.</u>	<u>Separation Status</u>	<u>Limitation Years</u>	<u>Assignment End Date</u>
	30.3000					

### Position Information

<u>Position #</u>	<u>Multi #</u>	<u>Split Code</u>	<u>Pos. Specialty</u>	<u>Over/Underfill</u>		
<u>Job Class</u>	<u>JC. Specialty</u>	<u>OT Code</u>	<u>FLSA</u>	<u>Barg. Unit</u>	<u>Local</u>	<u>EEO Category</u>
5134	Police Sergeant	J	Y			22Technician

### Date/Benefits Information

<u>Job Class</u>	<u>Seniority Date</u>	<u>Vacation Accrual Date</u>	<u>Anniversary Date</u>
	9/23/2004		9/23/2004
<u>Physical Exam Date</u> <u>Longevity Service Date</u>			

### Remarks

PROMOTION
-----------

### Approvals

Connie Duckworth on 9/23/2004 1:18:39 PM
<input type="button" value="Approve"/> <input type="button" value="Clear Approvals"/>

EPAN Web Application

Send problems, questions, and comments to Margaret Strahl

This page was last modified April 23, 2004

**FAKED**  
09a104  
cpl-4

DPSST

## PERSONNEL ACTION REPORT

FORWARD TO DPSST WITHIN TEN DAYS OF THESE ACTIONS

## SECTION A- REQUIRED FOR ALL EMPLOYEES

<b>A</b>	2. NAME Last: <u>MARSHMAN</u> First: <u>MICHAEL</u> Middle: <u>W.</u>			3. DATE OF BIRTH [REDACTED]	1. DPSST Number <u>25056</u>
	5. AGENCY <u>PPB</u>		6. DIVISION/BRANCH <u>TACTICAL OPERATIONS DIV./EDU</u>		4. DATE EMPLOYED <u>04.25.91</u>
	8a. Discipline (Mark all that apply) <input checked="" type="checkbox"/> POLICE <input type="checkbox"/> PAROLE & PROBATION <input type="checkbox"/> CORRECTIONS <input type="checkbox"/> TELECOMMUNICATOR <input type="checkbox"/> EMERGENCY MEDICAL DISPATCH			7. RANK OR POSITION <u>POLICE OFFICER</u>	
	8c. Are you currently in a certifiable position in more than one (1) discipline? (If yes, check all that apply) <input type="checkbox"/> POLICE <input type="checkbox"/> PAROLE & PROBATION <input type="checkbox"/> CORRECTIONS <input type="checkbox"/> TELECOMMUNICATOR <input type="checkbox"/> EMERGENCY MEDICAL DISPATCHER			8b. <input checked="" type="checkbox"/> CERTIFIABLE <input type="checkbox"/> NON-CERTIFIABLE NOTE: SEE REVERSE PAGE FOR DEFINITIONS OF CERTIFIABLE POSITIONS	

## NEW EMPLOYEE Complete Sections A, B, E

<b>B</b>	9. SEX	10. RACE	11. SOCIAL SECURITY NUMBER	12. EYES	13. HAIR	14. HEIGHT	14. WEIGHT
	16. HIGH SCHOOL		Location	State		<input type="checkbox"/> Diploma	<input type="checkbox"/> GED
	17. BASIC COURSE(S) PREVIOUSLY COMPLETED <input type="checkbox"/> NONE <input type="checkbox"/> POLICE <input type="checkbox"/> CORRECTIONS <input type="checkbox"/> PAROLE & PROBATION <input type="checkbox"/> TELECOMMUNICATOR <input type="checkbox"/> EMERGENCY MEDICAL DISPATCHER						
	18. PRIOR CRIMINAL JUSTICE EXPERIENCE Full-Time: Years ____ Months ____ Reserve: Years ____ Months				19. DATE APPLICANT'S FINGERPRINTS WERE SUBMITTED TO OSP I.D. BUREAU		
	20. PRIOR CRIMINAL JUSTICE DEPARTMENTS		EMPLOYMENT DATES				DISCIPLINE
Agency		Address		FROM MONTH DAY YEAR RANK	TO MONTH DAY YEAR RANK		

## TERMINATED EMPLOYEE Complete Sections A, C, E

<b>C</b>	21. DATE OF TERMINATION	22. TYPE OF TERMINATION <input type="checkbox"/> Resignation <input type="checkbox"/> Lay-off <input type="checkbox"/> Leave of Absence <input type="checkbox"/> Disability <input type="checkbox"/> Retired <input type="checkbox"/> Probationary Discharge <input type="checkbox"/> Discharge for Cause <input type="checkbox"/> Deceased <input type="checkbox"/> Other
	23. CURRENT HOME ADDRESS Street City State Zip Code	

## PROMOTED, DEMOTED, RECLASSIFIED OR TRANSFERRED EMPLOYEE Complete Sections A, D, E

<b>D</b>	24. PROMOTED	From <u>POLICE OFFICER</u>	To <u>SERGEANT</u>	Date <u>09.23.04</u>
	25. DEMOTED	From	To	Date
	26. RECLASSIFIED	From	To	Date
	27. TRANSFERRED	From	To	Date

## SECTION E- REQUIRED FOR ALL ACTIONS

<b>E</b>	28. I certify that the information entered on this form has been verified and is substantiated by records maintained by this department. I understand that falsification of this document is subject to penalty under ORS 162.055, et al, and ORS 162.305.		
	SIGNATURE <u>Jane M. Manning</u> Department Head or Authorized Representative	Title <u>CAPTAIN/PERSONNEL</u>	Date <u>09.21.04</u>

## FOR DPSST USE ONLY

CERTIFICATION REQUIRED YES <input type="checkbox"/> NO <input type="checkbox"/> Initial _____		FIELD TRAINING MANUAL REQUIRED YES <input type="checkbox"/> NO <input type="checkbox"/> Initial _____	
TRAINING REQUIRED YES <input type="checkbox"/> NO <input type="checkbox"/> Initial _____	EMERGENCY MEDICAL DISPATCHER <input type="checkbox"/> TELECOMMUNICATOR <input type="checkbox"/>	PROCESSED BY/DATE	
	POLICE <input type="checkbox"/> PAROLE & PROBATION <input type="checkbox"/> CORRECTIONS <input type="checkbox"/>		
FINGERPRINT CHECK Number _____ Date _____ Initial _____			

CITY OF PORTLAND  
BUREAU OF HUMAN RESOURCES  
Certificate of Eligibles  
BW/JCK  
CLASS TITLE: POLICE SERGEANT  
SPECIALTY: -----  
EXAM NO.: 03-118  
BUREAU NAME: POLICE  
CERTIFICATION DATE: 09/23/2004  
CERTIFICATION NO.: 04-0404  
NUMBER OF VACANCIES: 1  
AU NUMBER: 100  
CERT EXPIRATION DATE: 11/23/04  
APPOINTING AUTHORITY: KATZ

Certification Codes (for hiring manager use)

**A** Appointed, give effective dates  
**C/I** Considered, interviewed, not appointed  
**C/NI** Considered, not interviewed, not appointed  
**NA** Not available, would like to remain on list  
**FR** Failed to reply to inquiry of availability  
**NS** Did not appear for scheduled interview  
**R** No longer interested, remove from list, give date of contact

Please use the above action codes for the certified eligible candidates listed below. Enter effective hire date and/or contact date under comments.

Bureau of Human Resources  
Authorization

Conie L. Duckworth 09.28.04  
Interviewer's Signature Date

MICHAEL MARSHMAN

IDNumber 30.00  
FinalRnk 17.00

A

(503) 823-2192

09.23.04

DATE: September 3, 2004

TO: Rita Drake  
Fiscal Services

FROM: Commander Lynnae Berg  
Tactical Operations Division

SUBJ: Request Pay for Work in Higher Classification



Bureau of Police  
Portland, Oregon

## INTER-OFFICE MEMORANDUM

Request higher classification for:

Officer Mike Marshman  
NAME & CLASSIFICATION

25056  
DPPST

TOD / EDU  
PRECINCT/DIVISION/UNIT

Dates Requested:

August 16, 2004 through August 23, 2004 inclusive.

The above person will be temporarily assigned to fulfill the duties and responsibilities of Police Sergeant during the absence of Sergeant Mike Unsworth.

(CHECK ONE)

XXX This assignment will be for more than three (3) consecutive working days and authorized under Section 39 of the PPA contract.

\_\_\_\_\_ This assignment will be for more than three (3) consecutive working days for PPCOA members.

\_\_\_\_\_ This assignment will be for one (1) or more working days under Section 11 of the DCTU contract.

Endorsement: U. Sue Strahan \*12962  
(Relief/Unit Commander)

Approval: Lynnae C. Berg  
(R.U. Commander)

LB/jj

cc: Timekeeper  
Precinct/Division 201  
Personnel Division 201



DATE: May 10, 2004  
TO: Rita Drake  
Fiscal Services  
FROM: Commander Lynnae Berg  
Tactical Operations Division  
SUBJ: Request Pay for Work in Higher Classification



Bureau of Police  
Portland, Oregon

## INTER-OFFICE MEMORANDUM

Request higher classification for:

Officer Mike Marshman  
NAME & CLASSIFICATION

25056  
DPPST

TOD / EDU  
PRECINCT/DIVISION/UNIT

Dates Requested:

May 16, 2004 through May 23, 2004 inclusive.

The above person will be temporarily assigned to fulfill the duties and responsibilities of Police Sergeant during the absence of Sergeant Mike Unsworth.

(CHECK ONE)

XXX This assignment will be for more than three (3) consecutive working days and authorized under Section 39 of the PPA contract.

\_\_\_\_\_ This assignment will be for more than three (3) consecutive working days for PPCOA members.

\_\_\_\_\_ This assignment will be for one (1) or more working days under Section 11 of the DCTU contract.

Endorsement: Mike Reere  
(Relief/Unit Commander)

Approval: R. Berg  
(R.U. Commander)

LB/MR/kdp

cc: Timekeeper  
Precinct/Division 201  
Personnel Division 201

DATE: February 5, 2004

TO: Rita Drake  
Fiscal Services

FROM: Commander Lynnae Berg  
Tactical Operations Division

SUBJ: Request Pay for Work in Higher Classification



Bureau of Police  
Portland, Oregon

## INTER-OFFICE MEMORANDUM

Request higher classification for:

<u>Officer Mike Marshman</u>	<u>#25056</u>	<u>TOD / EDU</u>
NAME & CLASSIFICATION	DPSST	PRECINCT/DIVISION/UNIT

Dates Requested:

February 8, 2004 through February 29, 2004 inclusive.

The above person will be temporarily assigned to fulfill the duties and responsibilities of Police Sergeant during the absence of Sergeant Michael Unsworth, #11928.

(CHECK ONE)

XXX This assignment will be for more than three (3) consecutive working days and authorized under Section 39 of the PPA contract.

\_\_\_\_\_ This assignment will be for more than three (3) consecutive working days for PPCOA members.

\_\_\_\_\_ This assignment will be for one (1) or more working days under Section 11 of the DCTU contract.

Endorsement: \_\_\_\_\_  
(Relief/Unit Commander)

Approval:

Lynnae C. Berg  
(R.U. Commander)

LB/MU/jj

cc: Timekeeper  
Precinct/Division 201  
Personnel Division 201

DATE: December 18, 2003  
TO: Rita Drake  
Fiscal Services  
FROM: Commander Lynnae Berg  
Tactical Operations Division  
SUBJ: Request Pay for Work in Higher Classification



Bureau of Police  
Portland, Oregon

## INTER-OFFICE MEMORANDUM

Request higher classification for:

<u>Officer Mike Marshman</u>	<u>#25056</u>	<u>TOD / EDU</u>
NAME & CLASSIFICATION	DPSST	PRECINCT/DIVISION/UNIT

Dates Requested:

December 19, 2003 through January 4, 2004 inclusive.

The above person will be temporarily assigned to fulfill the duties and responsibilities of Police Sergeant during the absence of Sergeant Michael Unsworth, #11928.

(CHECK ONE)

XXX This assignment will be for more than three (3) consecutive working days and authorized under Section 39 of the PPA contract.

\_\_\_\_\_ This assignment will be for more than three (3) consecutive working days for PPCOA members.

\_\_\_\_\_ This assignment will be for one (1) or more working days under Section 11 of the DCTU contract.

Endorsement: LT M Reese  
(Relief/Unit Commander)

Approval: LBerg  
(R.U. Commander)

LB/MU/jj

cc: Timekeeper  
Precinct/Division 201  
Personnel Division 201

BUREAU OF POLICE  
Portland, Oregon

DATE 04 25 91

PERSONNEL INFORMATION

BASIC BIOGRAPHICAL INFORMATION

BPST 25056 NAME MARSHMAN MICHAEL WILLIAM  
Last First Middle  
SOCIAL SEC. # [REDACTED] RACE W SEX M DOB [REDACTED]  
ADDRESS [REDACTED]  
CITY/STATE [REDACTED] ZIP [REDACTED] TELEPHONE [REDACTED]  
Area

JOB IDENTIFIERS

JOB CLASS # \_\_\_\_\_ SWORN/NON-SWORN \_\_\_\_\_ PREC./DIV. \_\_\_\_\_ RU # \_\_\_\_\_  
P-STAT \_\_\_\_\_ REG/TEMP/RESERVE \_\_\_\_\_ SENIORITY \_\_\_\_\_ APPT. DATE \_\_\_\_\_  
CLASSIFICATION \_\_\_\_\_ CLASS. DATE \_\_\_\_\_ RU ASSIGN. DATE \_\_\_\_\_

FAMILY INFORMATION

SPOUSE'S NAME \_\_\_\_\_ DOB \_\_\_\_\_  
SPOUSE'S ADDRESS (if other than above) \_\_\_\_\_  
TELEPHONE \_\_\_\_\_

NAMES OF CHILDREN

NAME	SEX	DOB	NAME	SEX	DOB

EMERGENCY NOTIFICATION INFORMATION MED. INS. COVERAGE \_\_\_\_\_

PATRICIA MARSHMAN [REDACTED]  
NAME ADDRESS TELEPHONE

NAME ADDRESS TELEPHONE

FAMILY DOCTOR TELEPHONE HOSPITAL

BUREAU EQUIPMENT INFORMATION

WEAPONS: MAKE \_\_\_\_\_ CALIBER \_\_\_\_\_ SERIAL # \_\_\_\_\_  
MAKE \_\_\_\_\_ CALIBER \_\_\_\_\_ SERIAL # \_\_\_\_\_  
MAKE \_\_\_\_\_ CALIBER \_\_\_\_\_ SERIAL # \_\_\_\_\_  
HANDCUFFS: MAKE \_\_\_\_\_ SERIAL # \_\_\_\_\_  
MAKE \_\_\_\_\_ SERIAL # \_\_\_\_\_

NAME	MARSHMAN	Michael	William	BPST #	25056	
	Last	First	Middle			
ADDRESS	[REDACTED]			ZIP	[REDACTED]	
TELEPHONE	[REDACTED]		AREA CODE	[REDACTED]	SSN#	[REDACTED]
POSITION	Police Officer			GRADE	87.31	

CERTIFICATION LIST NO. \_\_\_\_\_ PERMANENT ☒ TEMPORARY \_\_\_\_\_ POSITION STATUS (P-Stat) 11

CITIZEN A SONIC O DOB [REDACTED] SEX: MALE ☒ FEMALE MARRIED: YES NO ☒

NAME OF SPOUSE n/a

PRIOR BPST CERTIFICATION: YES      NO   X   \*EVER WORKED FOR THE CITY OF PORTLAND: YES      NO   X    
 \*EVER UNDER P.E.R.S. YES      NO   X  

PRIOR LAW ENFORCEMENT EXPERIENCE

CRIMINAL JUSTICE:

MILITARY POLICE/CORRECTIONS EXP.

FULL TIME: YEARS \_\_\_\_\_ MONTHS 8 RESERVE: YEARS \_\_\_\_\_ MONTHS \_\_\_\_\_

BRANCH \_\_\_\_\_ YEARS \_\_\_\_\_  
MONTHS \_\_\_\_\_

CRIMINAL JUSTICE EMPLOYMENT (list last three agencies and addresses)	EMPLOYMENT DATES		EMPLOYMENT WAS		
	From	To	Police/	Corr/	Par./ Prob.
San Diego PD                      San Diego, CA	020290	101690	X		

APPOINTMENT DATE	042591	ASSIGNMENT	RU #
------------------	--------	------------	------

REMARKS \_\_\_\_\_

\*If answer is yes, explain in "Remarks" section i.e. what City Bureau, classification, dates worked. If under P.E.R.S, explain when, and what organization worked for.

ADDITIONAL DATA:

## NON-DISCLOSURE AGREEMENT

I understand that:

1. As a result of my employment by the Police Bureau and the association with that Bureau, I may be the recipient of information which, in itself or by implication, is confidential or sensitive. These confidentiality provisions include information contained in all law enforcement data systems, manual or automated, and accessed by the Portland Police Bureau.
2. I will be responsible for not disclosing such information by any means except in accordance with the PORTLAND POLICE BUREAU regulations. I am responsible for the safekeeping of such information, documents, and material in the facilities and in the manner approved by the PORTLAND POLICE BUREAU and for the handling of such information, material and documents so as to prevent their disclosure to unauthorized persons.
3. I have a personal and individual responsibility for the protection of all such information, documents and material in my possession no matter how acquired.
4. I am not to disclose to anyone after termination of my employment any confidential or sensitive information, documents or material of any kind obtained by me as a result of my employment by the Police Bureau without the authorization of the Chief of Police.
5. I have not been convicted of a Felony, nor have or will I be involved in serious criminal activity. I will not associate with persons having a criminal history during my period of employment with the Police Bureau, as stated in the Manual of Rules and Procedures, Section 313.70.
6. If a breach of any provision of this agreement occurs, it may result in disciplinary action if appropriate by the PORTLAND POLICE BUREAU Chief of Police.

I am aware that the signing of this Non-Disclosure Agreement is a condition of my employment as a member of the Police Bureau as required by the Administrative Procedure Act ORS Chapter 183.

MICHAEL W. MARSHMAN  
Print Name & BPST

Michael W. Marshman  
Employee's Signature

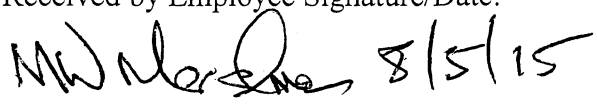
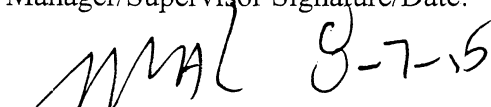
04/25/91  
Date

\_\_\_\_\_  
Personnel Commander

\_\_\_\_\_  
Date

# EVALUATIONS

15 AUG 10 AM 2:24


City of Portland Staff Development and Performance Review Overall Evaluation Form	
Employee Name: <b>Marshman, Michael #25056</b>	Manager/Supervisor Name: <b>A/C Crebs</b>
Bureau: <b>Police</b> PRNR: <b>273464</b>	Classification: <b>Police Captain</b>
Review Period: <b>08/04/14 to 08/04/15</b>	Anniversary Date: <b>August 4, 2013</b>
Received by Employee Signature/Date:  8/5/15	Manager/Supervisor Signature/Date:  8-7-15

**Overall Evaluation by Manager/Supervisor (check off only one category):**

- ☐ **Superior:** Performance significantly exceeds the requirements of the job and is among the best in the work unit. Achieves objectives at a superior level and demonstrates exceptional skills and innovation in work performance.
- ☐ **Commendable:** Performance exceeds job requirements in all major areas. Significant work done above requirements. Achieves performance objectives, often beyond expectations.
- ☐ **Effective:** Performance meets job requirements in all-important areas. Performance consistently meets job requirements. Performance objectives achieved as stated.
- ☐ **Needs Improvement:** Performance is below job requirements in one or more important areas and immediate improvement will be required. Performance on one or more skill areas is less than expected and needs improvement. Additional training or learning is required in order for objectives to be achieved.
- ☐ **Unsatisfactory:** Performance is significantly below job requirements in several important areas. Performance in several skill areas is substantially weak. Performance objectives are not met, even under close supervision; thus, termination or reassignment should be considered.

**Overall Comments:**

Mike is doing a great job! He is organized, works hard and sees the "big picture."

SCANNED for BAR 8/10/15 

DD NR 273464



**City of Portland Staff Development and Performance Review  
Evaluation Sections**

Employee Name: **Marshman, Michael #25056**

Manager/Supervisor Name: **A/C Crebs**

Please Complete Each Section

- I. Objectives for Current Review Period** (when applicable) - these include the primary objectives the employee worked on over the performance year. These are generally non-recurring projects, personal objectives or program developments assigned by the supervisor and discussed with the employee.

This is Mike's first non-probationary review. There were no specific objectives set for last year other than his work in moving the Bureau forward in the Department Of Justice (DOJ) agreement. In that regard, Mike has done a great job. He knows each action item and ensures that each item is accounted for and progress is being made. Mike communicates well with the DOJ, Compliance Officer Community Liaison (COCL) and attends almost every meeting held by the Community Oversight Advisory Board (COAB).

The DOJ agreement has a lot of moving parts and is very complicated. Mike has adapted on the fly in developing our response strategies.

- II. Duties/ Responsibilities** - these include the ongoing, key or major functions of the job as defined by the manager/supervisor and provided to the employee. (Resources: job description, classification specification)

See Above

- III. Competencies** (Enter general comments here and/or use the optional Competencies Worksheet) - these include such areas as job knowledge, initiative, customer service skills, planning and organization for meeting goals and deadlines, cooperation and teamwork, communication, problem analysis, decision-making, quality of work, quantity of work, learning capability, managing change and innovation, attendance and reliability, supervising and motivating employees.

See Worksheet

- IV. Employee's Self-Evaluation/ Review** - Incorporate employee comments into prior sections as appropriate. Attach the form employee completed.

- V. Summary** - an overall assessment of the employee's work performance and accomplishments.

The DOJ is a big deal and failure is not an option. With Mike's attention to detail, communication skills and work ethic the Bureau will succeed in completing the agreement.

- VI. Recommendations** (See attached optional Employee Development Action Plan particularly if "Improvement Needed" is checked above as the employee's overall evaluation) - suggested changes/ improvements in knowledge, skills, work performance or competencies.

This is a very difficult task. Keep an upbeat attitude and ensure you get time away from the job to refresh your "battery."

**VII. Objectives for Coming Review Period** – these include the primary objectives for the coming review period, and may be revised as the period progresses. These are generally non-recurring projects, personal objectives or program developments assigned by the supervisor and discussed with the employee.

Make the DOJ agreement your number one priority.

"Push back" on the COCL and the DOJ representative to ensure they also abide by the agreement.

Attend all COAB meetings (you are excused from other community meetings).

Assist Stephanie Prybyl in identifying and hiring an assistant for the Directives Project.

Ensure sufficient resources are dedicated to the Stops Data Collection reports so we can clear up the backlog of late reports.

**VIII. Employee's Comments** (optional) - allows the employee being appraised to comment on either the process or content of the appraisal.

I concur with A/C Crebs' overall comments within this evaluation; particularly section VII detailing objectives for the coming review period.

**City of Portland Staff Development and Performance Review**  
**Employee Self-Evaluation Form – Page 1 of 2**

Employee Name/Date: <b>Marshman, Michael #25056</b>	Supervisor Name: <b>A/C Crebs</b>
Bureau: <b>Police</b> <b>PRNR: 273464</b>	Classification: <b>Police Captain</b>

**This is your opportunity to review the objectives for your job and to let your supervisor or manager know: what you accomplished during the review period; what challenges you had; what support you may need; and in what areas you would like further training or development.**

**What do you understand your objectives to be for this review period?** (Resource: last evaluation form)

Since this is my first evaluation (due to captains being removed from the PPCOA union), I do not have a previous evaluation to reference. With that in mind, A/C Crebs and I meet on a regular basis to discuss issues within the Strategic Services Division as well as issues pertaining to the US DOJ Agreement. Over the course of the past year, we routinely discussed items/objectives that I was working on and we had very good two-way communication on all issues.

## Job Responsibilities

- What projects did you work on during this evaluation period?

During this review period I worked on the following major items:

- 1) The US DOJ Agreement was adopted into federal court and I set up an internal process for meeting the requirements of the agreement.
- 2) During this review period, PPB met every single action item assigned to PPB
- 3) Hired 7 crime analysts to work on the US DOJ Agreement; 5 for SSD and 2 for PSD
- 4) Helped coordinate many different private and non-profit entities to begin the process of constructing a hospital specifically designed for the care and treatment of individuals suffering from mental illness
- 5) Worked with another new SSD employee to set up a process for overhauling the entire bureau's directives (policy and procedure) process
- 6) Helped create, develop, and implement the NI-LOC program which has won national level awards for creativity and innovation

- What major or key tasks did you perform during this evaluation period?

See above

- What accomplishments are you most proud of for this evaluation period?

I am most pleased with the hiring of additional analysts for the police bureau. Each analyst has exceeded my expectations which were quite high to begin with. We have formed a cohesive group of skilled employees to develop and deliver very high quality products. With the solid team that we have, the unit will accomplish many tasks.

- In which areas would you have liked more support?

N/A

- What projects, tasks or events did not go as planned during this evaluation period and why?

Some of the work I intended to complete regarding the DOJ Agreement did not go as quickly as I had planned due to internal city issues.

**What do you believe are the key or major competencies for your job? (Check those that apply)**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Job Knowledge/Skills      | <input checked="" type="checkbox"/> Quality of Work            |
| <input checked="" type="checkbox"/> Initiative                | <input checked="" type="checkbox"/> Quantity of Work           |
| <input checked="" type="checkbox"/> Customer Service          | <input checked="" type="checkbox"/> Learning Capability        |
| <input checked="" type="checkbox"/> Planning and Organization | <input checked="" type="checkbox"/> Managing Change            |
| <input checked="" type="checkbox"/> Cooperation and Teamwork  | <input checked="" type="checkbox"/> Communication              |
| <input type="checkbox"/> Cross-Cultural Communication         | <input checked="" type="checkbox"/> Creativity and Innovation  |
| <input checked="" type="checkbox"/> Problem Analysis          | <input checked="" type="checkbox"/> Attendance and Reliability |
| <input checked="" type="checkbox"/> Decision Making           | <input type="checkbox"/> Loss Prevention                       |
| <input type="checkbox"/> Other: _____                         |  |

**Additional Supervisory/Manager Competencies**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Directing Employees                            | <input checked="" type="checkbox"/> Resource Management |
| <input checked="" type="checkbox"/> Motivating Employees                           | <input type="checkbox"/> Managing Diverse Workgroups    |
| <input checked="" type="checkbox"/> Culturally Competent Recruitment and Selection |   |
| <input type="checkbox"/> Other: _____  |   |

**Future aspirations/ goals**

- What learning or training opportunities do you think would enhance your current job performance?

Continued ability to attend national levels conferences and seminars on topics related to policy, community and police relations, scientific study of policing as a profession and the like.

- What career development opportunities do you think would be helpful to you?

See above

**Additional comments:**

**City of Portland Staff Development and Performance Review  
Competencies Worksheet**

Employee Name: **Marshman, Michael #25056**

Manager/Supervisor Name: **A/C Crebs**

	Needs Improvement	Meets Expectations	Exceeds Expectations	Not Applicable
Job Knowledge/Skills	( )	( )	(x)	( )
Initiative	( )	( )	(x)	( )
Customer Service	( )	( )	(x)	( )
Planning and Organization	( )	( )	(x)	( )
Cooperation and Teamwork	( )	( )	(x)	( )
Communication	( )	( )	(x)	( )
Cross-Cultural Communication	( )	( )	(x)	( )
Problem Analysis	( )	( )	(x)	( )
Decision Making	( )	( )	(x)	( )
Quality of Work	( )	( )	(x)	( )
Quantity of Work	( )	( )	(x)	( )
Learning Capability	( )	( )	(x)	( )
Managing Change	( )	( )	(x)	( )
Creativity and Innovation	( )	( )	(x)	( )
Attendance and Reliability	( )	( )	(x)	( )
Loss Prevention	( )	( )	( )	(x)
Other: _____	( )	( )	( )	( )

**Additional Supervisor/Manager Competencies**

Directing Employees	( )	( )	(x)	( )
Motivating Employees	( )	( )	(x)	( )
Resource Management	( )	( )	(x)	( )
Managing Diverse Workgroups	( )	( )	(x)	( )
Culturally Competent Recruitment and Selection	( )	( )	(x)	( )
Other: _____	( )	( )	( )	( )

<b>City of Portland Staff Development and Performance Review</b> <b>Employee Development Action Plan</b>	
Employee Name: <b>Marshman, Michael #25056</b>	Manager/Supervisor Name: <b>A/C Crebs</b>

Supervisors and employees should develop the action plan together, for all job skills or requirements which the employee is expected to develop or improve. Each action plan item should encompass the following:

- What skill, knowledge or work behavior is the employee going to work on improving or developing?
- How will the employee improve the knowledge, skill or work behavior? What training or actions will be taken?
- When will that be done? What resources or assistance may be needed?
- What is the desired outcome? When will it be achieved? How/when will supervisor follow-up/assess progress?

Action Item:

--

Action Item:

--

Action Item:

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# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT #2

14 APR 3 PM 12:33

Name: Last, First, M.I. <b>MARSHMAN, MICHAEL</b>		DPSST # <b>25056</b>	EVALUATION FACTOR SCORES
Prec/Division <b>STRATEGIC SERVICES</b>	Shift <b>DAYS</b>	Assignment	<u>A</u> Administrative Effectiveness <u>A</u> Person to Person Organizational Communications <u>A</u> Individual Professional Characteristic <u>A</u> Skills In External Relationships <u>N/O</u> Reaction To Stress
Evaluation Period <b>12/10/13 to 02/10/14</b>		Sick time this period	<u>Rating Scale</u> A= Acceptable I = Needs Improvement U = Unacceptable N/O= Not Observed
CIVIL SERVICE CLASSIFICATION  <b>CAPTAIN</b>			
Reason for Evaluation (check one): <input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

Supervisor's General Comments: (Use other side if additional is needed)

SEE ATTACHED

Development Activities: Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

SEE ATTACHED

Signature of Employee: MW Marshman  
 (Signature indicates only that appraisal has been discussed with employee)

Date: 3/28/14

Supervisor (Evaluator): MA AC Mike Crebs #25926

Date: 4-1-14

Reviewer: \_\_\_\_\_

Date: \_\_\_\_\_

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

**Budget:** Budget development is realistic and prepared in a good format. Controllable expenses are kept within the set levels of the budget.

**Planning:** Familiarity with the Bureau's policies, objectives and practices. Translates these policies, objectives and practices into specific programs.

**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Effectively develops subordinates.
0	0	0	0	Works cooperatively towards Bureau goals and objectives.
0	0	0	0	Realistic and appropriate involvement with budget.
0	0	0	0	Demonstrates planning skills.
0	0	0	0	Job organization and delegation.

A Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

**Reporting:** Submits accurate and complete staff reports on schedule. Staff reports are concise, to the point and submitted with appropriate recommendations when necessary.

**Leadership:** Motivates others to satisfactory performance. Respected as fair. Obtains positive response to new ideas and needed reorganizations.

**Communication:** Keeps appropriate people informed. Presents thoughts in an orderly, understandable manner. Able to adequately present viewpoints on a problem, but can accept other opinions if they appear better than own. Written correspondence is clear, concise and an accurate representation of Bureau policy. Recognizes that skill in the art of listening is an important part of communication.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Supervision and product control.
0	0	0	0	Accurate and timely reporting.
0	0	0	0	Leadership and motivation.
0	0	0	0	Appropriate vertical and horizontal communications.

A Composite Evaluation for COMMUNICATION



# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

A	I	U	N/O	Performance Criteria:
0	0	0	0	Demonstrates problem solving.
0	0	0	0	Objective and unbiased decision making.
0	0	0	0	Decisive in initiation of action plans.

A

Composite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

A	I	U	N/O	Performance Criteria:
0	0	0	0	Works cooperatively with others.
0	0	0	0	Satisfactorily represents the Bureau to the community.

A

Composite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS

# EVALUATION FOR FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Shows judgment under stress.
0	0	0	0	Makes effective and prudent decisions.
0	0	0	0	Remains calm under pressure.
0	0	0	0	Maintains control of situations.

Ns

Composite Evaluation for REACTION TO STRESS

## **Supervisor's Comments**

Captain Marshman continues with a smooth transition. He has a good grasp on the issues facing his division, the Bureau and the Department of Justice agreement.

## **Administrative Effectiveness**

Captain Marshman hired another non-sworn employee. During the hiring process he applied the lessons he learned from the previous hiring process which allowed him to avoid some of the bureaucratic pit falls he experienced in the first process.

Captain Marshman makes himself available to all his employees especially his two new employees. When the new employees were first hired he ensured they were introduced to the people they would be working with.

## **Person to Person and Organizational Communications**

Captain Marshman is keeping everyone informed in regards to the DOJ agreement. He talks often with key personnel to ensure the agreement is moving forward.

Captain Marshman comes prepared to our one on one staff meetings. His preparation allows for informative and concise meetings.

## **Individual Professional Characteristics**

Captain Marshman is very confident in his role as a captain. He knows which decisions he can make and which ones need higher approval.

Captain Marshman is committed to the Bureau and never complains about long hours.

## **Skills In External Relationships**

The DOJ agreement is a long and slow process and many times contentious. Through this all Captain Marshman continues to maintain a strong and trusting relationship with our partners.

## **Assessment and Reaction to Stressful Situations**

Not observed

## **Development Activities**

*Note: The developmental activities for this evaluation period are the same as the previous period. This is due to me not presenting the last evaluation in a timely manner, not due to anything Captain Marshman has done. Captain Marshman*

As the DOJ agreement moves forward he should try to get some time out in the community talking to people in small groups. The small group contacts will help him to develop close community relationships with just the "regular folks."

Periodically meet with RU managers to ensure they are getting what they need in regards to crime analysis information. This is particularly important as the DOJ agreement moves forward because there could be a tendency to push most of the resources towards the DOJ. It will be a hard balance, but it is needed.

# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT #1

14 APR 3 PM 12:00

Name: Last, First, M.I. <b>MARSHMAN, MICHAEL</b>		DPSST # <b>25056</b>	EVALUATION FACTOR SCORES
Prec/Division <b>STRATEGIC SERVICES</b>	Shift <b>DAYS</b>	Assignment	<u>A</u> Administrative Effectiveness <u>A</u> Person to Person Organizational Communications <u>A</u> Individual Professional Characteristic <u>A</u> Skills In External Relationships <u>NO</u> Reaction To Stress
Evaluation Period <b>10/10/13 to 12/10/13</b>		Sick time this period	
CIVIL SERVICE CLASSIFICATION  <b>CAPTAIN</b>			<u>Rating Scale</u> A= Acceptable I = Needs Improvement U = Unacceptable N/O= Not Observed
Reason for Evaluation (check one): <input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

Supervisor's General Comments: (Use other side if additional is needed)

SEE ATTACHED

Development Activities: Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

SEE ATTACHED

Signature of Employee: MW Marshman

(Signature indicates only that appraisal has been discussed with employee)

Date: 3/28/14

Supervisor (Evaluator): AC Mike Crebs #25926

Date: 4-1-14

Reviewer: \_\_\_\_\_

Date: \_\_\_\_\_

SCANNED  
PRNR 273464  
to BHR  
4/3/14  
per

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

**Budget:** Budget development is realistic and prepared in a good format. Controllable expenses are kept within the set levels of the budget.

**Planning:** Familiarity with the Bureau's policies, objectives and practices. Translates these policies, objectives and practices into specific programs.

**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Effectively develops subordinates.
0	0	0	0	Works cooperatively towards Bureau goals and objectives.
0	0	0	0	Realistic and appropriate involvement with budget.
0	0	0	0	Demonstrates planning skills.
0	0	0	0	Job organization and delegation.

1A

Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

**Reporting:** Submits accurate and complete staff reports on schedule. Staff reports are concise, to the point and submitted with appropriate recommendations when necessary.

**Leadership:** Motivates others to satisfactory performance. Respected as fair. Obtains positive response to new ideas and needed reorganizations.

**Communication:** Keeps appropriate people informed. Presents thoughts in an orderly, understandable manner. Able to adequately present viewpoints on a problem, but can accept other opinions if they appear better than own. Written correspondence is clear, concise and an accurate representation of Bureau policy. Recognizes that skill in the art of listening is an important part of communication.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Supervision and product control.
0	0	0	0	Accurate and timely reporting.
0	0	0	0	Leadership and motivation.
0	0	0	0	Appropriate vertical and horizontal communications.

1A

Composite Evaluation for COMMUNICATION

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

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### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Demonstrates problem solving.
0	0	0	0	Objective and unbiased decision making.
0	0	0	0	Decisive in initiation of action plans.

A Composite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Works cooperatively with others.
0	0	0	0	Satisfactorily represents the Bureau to the community.

A Composite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS

# EVALUATION FOR FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Shows judgment under stress.
0	0	0	0	Makes effective and prudent decisions.
0	0	0	0	Remains calm under pressure.
0	0	0	0	Maintains control of situations.

N/O

Composite Evaluation for REACTION TO STRESS

## **Supervisor's Comments**

Captain Marshman has made a smooth transition from lieutenant to captain. He is engaged and continually looking for ways to make things better not only in his division, but Bureau wide. His decision making and work on the Department of Justice (DOJ) agreement has been excellent.

### **Administrative Effectiveness**

During this time period Captain Marshman navigated the non-sworn hiring process and hired one non-sworn employee. The person he hired is skilled and knowledgeable.

Captain Marshman keeps a close watch on his lean budget. When making purchasing or hiring decisions, he confers with me and the Fiscal Manager. As I would expect, he is always trying to find creative ways to find "extra" money and personnel.

### **Person to Person and Organizational Communications**

Captain Marshman is often times called upon to speak at meetings. Each time he is prepared and informative.

Captain Marshman often times sends me a copy of the emails he sends out. They are timely, concise and informative.

### **Individual Professional Characteristics**

Captain Marshman's presence in SSD has made it a very pleasant place to work. The work environment is happy and the employees have a "can do" attitude. I attended a Holiday party in SSD. The employees seemed genuinely happy and caring towards each other.

### **Skills In External Relationships**

Captain Marshman has developed a trusting relationship with our DOJ partners. This is very hard to do in a somewhat contentious environment. These relationships will be pivotal as the DOJ agreement moves forward.

### **Assessment and Reaction to Stressful Situations**

Not observed

### **Development Activities**

As the DOJ agreement moves forward he should try to get some time out in the community talking to people in small groups. The small group contacts will help him to develop close community relationships with just the "regular folks."

Periodically meet with RU managers to ensure they are getting what they need in regards to crime analysis information. This is particularly important as the DOJ agreement moves forward because there could be a tendency to push most of the resources towards the DOJ. It will be a hard balance, but it is needed.



# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT # 6

Name: Last, First, M.I.

**Marshman, Mike**

DPSST #

**25056**

EVALUATION FACTOR SCORES

Prec/Division

Shift

Assignment

Detectives

**m**

**Administrative -  
Homicide, Assault  
Cold Case Homicide**

Evaluation Period

Sick time this period

**10/09/10-12/09/10**

**0**

### CIVIL SERVICE CLASSIFICATION

**Lieutenant**

Reason for Evaluation (check one):

☒ Bi-Monthly

☐ Extended Probation

☐ Monthly

☐ Special Evaluation

**A** Administrative Effectiveness

**A** Person to Person Organizational  
Communications

**A** Individual Professional Characteristic

**A** Skills In External Relationships

**A** Reaction To Stress

#### Rating Scale

A= Acceptable

I = Needs Improvement

U = Unacceptable

N/O= Not Observed

Supervisor's General Comments: (Use other side if additional is needed)

**See Attached.**

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

Signature of Employee:

**[Signature]**

Date:

**12/20/10**

(Signature indicates only that appraisal has been discussed with employee)

Supervisor (Evaluator)

**[Signature]**

Date:

**Dec. 20, 2010.**

Reviewer: Mr. Dave Famous

Date: 12.13.10

## EVALUATION FACTOR DESCRIPTIONS

### COMMAND / MANAGEMENT

#### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

**Budget:** Budget development is realistic and prepared in a good format. Controllable expenses are kept within the set levels of the budget.

**Planning:** Familiarity with the Bureau's policies, objectives and practices. Translates these policies, objectives and practices into specific programs.

**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Effectively develops subordinates.
0	0	0	0	Works cooperatively towards Bureau goals and objectives.
0	0	0	0	Realistic and appropriate involvement with budget.
0	0	0	0	Demonstrates planning skills.
0	0	0	0	Job organization and delegation.

A Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

#### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

**Reporting:** Submits accurate and complete staff reports on schedule. Staff reports are concise, to the point and submitted with appropriate recommendations when necessary.

**Leadership:** Motivates others to satisfactory performance. Respected as fair. Obtains positive response to new ideas and needed reorganizations.

**Communication:** Keeps appropriate people informed. Presents thoughts in an orderly, understandable manner. Able to adequately present viewpoints on a problem, but can accept other opinions if they appear better than own. Written correspondence is clear, concise and an accurate representation of Bureau policy. Recognizes that skill in the art of listening is an important part of communication.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Supervision and product control.
0	0	0	0	Accurate and timely reporting.
0	0	0	0	Leadership and motivation.
0	0	0	0	Appropriate vertical and horizontal communications.

AComposite Evaluation for COMMUNICATION

## EVALUATION FACTOR DESCRIPTIONS

### COMMAND / MANAGEMENT

---

#### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Demonstrates problem solving.
●	0	0	0	Objective and unbiased decision making.
●	0	0	0	Decisive in initiation of action plans.

AComposite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

#### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Works cooperatively with others.
●	0	0	0	Satisfactorily represents the Bureau to the community.

AComposite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS

# EVALUATION FOR FACTOR DESCRIPTIONS

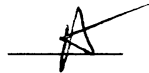
## COMMAND / MANAGEMENT

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### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Shows judgment under stress.
●	0	0	0	Makes effective and prudent decisions.
●	0	0	0	Remains calm under pressure.
●	0	0	0	Maintains control of situations.



Composite Evaluation for REACTION TO STRESS

## Lieutenant Michael Marshman Command / Management Evaluation #6

### Supervisor's General Comments:

Lieutenant Marshman has developed an extraordinary understanding of the lieutenant's role both in the Bureau and in the Detective Division where he is currently assigned. In my opinion it is highly unusual for a lieutenant to progress at this high of a level in such a short period of time and I commend him for achieving this accomplishment. Mike is inclusive in his decision making and at the same time he clearly is a respected leader who can be decisive when the need arises. Mike is fully engaged with the Details he commands.

Lieutenant Marshman commands the following Details in the Detective Division: Homicide, Assault and the Cold Case Homicide Unit. It is unusual for a Probationary Lieutenant to command such high profile Detective Details. Mike has achieved and earned the opportunity to take on this leadership role largely due to his willingness to learn from veteran homicide sergeants and detectives; while at the same time understanding when to step in as a commanding officer and make decisive decisions and offer support.

Mike is administratively strong and is very well organized. He shares his expertise with others as he provides direction to his sergeants and detectives. He is open to feedback and new ideas that are presented by others including his peers.

During this evaluation period, Lieutenant Marshman was tasked with developing a Bureau wide Burglary Task Force and has succeeded in doing so. This Task Force is scheduled to be operational on January 6, 2011.

Lieutenant Marshman is even tempered during stressful situations. He handles administrative stress very well and is calm and in control at the scene of traumatic incidents including homicides. Mike has also assisted with managing confidential personnel issues and has done so in a discreet and professional manner.

Mike continues to seek outside training when available and supports the training and development of his subordinates. It is my expectation that Mike will continue to serve as an outstanding lieutenant and role model in the Portland Police Bureau.

### Development Activities:

N/A

# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT # 5

Name: Last, First, M.I.

**Marshman, Mike**

DPSST #

**25056**

EVALUATION FACTOR SCORES

Prec/Division

Shift

Assignment

**Detectives**

**M**

**Admin.  
Homicide Assault  
Cold Case  
Lieutenant**

Evaluation Period

Sick time this period

**08/09/10-10/09/10**

**0**

**CIVIL SERVICE CLASSIFICATION**

**Lieutenant**

Reason for Evaluation (check one):

☒ Bi-Monthly

☐ Extended Probation

☐ Monthly

☐ Special Evaluation

**A Administrative Effectiveness**

**A Person to Person Organizational**

**A Communications**

**A Individual Professional Characteristic**

**A Skills In External Relationships**

**A Reaction To Stress**

**Rating Scale**

**A= Acceptable**

**I = Needs Improvement**

**U = Unacceptable**

**N/O= Not Observed**

**Supervisor's General Comments:** (Use other side if additional is needed)

**See Attached**

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

**See Attached**

**Signature of Employee:**

**MM Marshman 25056**

**Date:**

**10/11/10**

(Signature indicates only that appraisal has been discussed with employee)

**Supervisor (Evaluator):**

**Chief Dave Farnsworth**

**Date:**

**10/11/10**

Original to Personnel  
Copy to Field 201 File

Reviewer: Cmde. Dave Famous

Date: 10-8-10

## EVALUATION FACTOR DESCRIPTIONS

### COMMAND / MANAGEMENT

#### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

**Budget:** Budget development is realistic and prepared in a good format. Controllable expenses are kept within the set levels of the budget.

**Planning:** Familiarity with the Bureau's policies, objectives and practices. Translates these policies, objectives and practices into specific programs.

**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Effectively develops subordinates.
0	0	0	0	Works cooperatively towards Bureau goals and objectives.
0	0	0	0	Realistic and appropriate involvement with budget.
0	0	0	0	Demonstrates planning skills.
0	0	0	0	Job organization and delegation.

A Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

#### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

**Reporting:** Submits accurate and complete staff reports on schedule. Staff reports are concise, to the point and submitted with appropriate recommendations when necessary.

**Leadership:** Motivates others to satisfactory performance. Respected as fair. Obtains positive response to new ideas and needed reorganizations.

**Communication:** Keeps appropriate people informed. Presents thoughts in an orderly, understandable manner. Able to adequately present viewpoints on a problem, but can accept other opinions if they appear better than own. Written correspondence is clear, concise and an accurate representation of Bureau policy. Recognizes that skill in the art of listening is an important part of communication.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Supervision and product control.
0	0	0	0	Accurate and timely reporting.
0	0	0	0	Leadership and motivation.
0	0	0	0	Appropriate vertical and horizontal communications.

AComposite Evaluation for COMMUNICATION

## EVALUATION FACTOR DESCRIPTIONS

### COMMAND / MANAGEMENT

---

#### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Demonstrates problem solving.
●	0	0	0	Objective and unbiased decision making.
●	0	0	0	Decisive in initiation of action plans.

AComposite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

#### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Works cooperatively with others.
●	0	0	0	Satisfactorily represents the Bureau to the community.

AComposite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS



# EVALUATION FOR FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Shows judgment under stress.
0	0	0	0	Makes effective and prudent decisions.
0	0	0	0	Remains calm under pressure.
0	0	0	0	Maintains control of situations.

  A  

Composite Evaluation for REACTION TO STRESS

## Lieutenant Michael Marshman Command / Management Evaluation #5

### Supervisor's General Comments:

Lieutenant Marshman is developing a sound understanding of the lieutenant's role both in the Bureau and in the Detective Division where he is currently assigned. Mike is inclusive in his decision making and at the same time he clearly is a respected leader who can be decisive when the need arises. Mike is fully engaged with the Details he commands.

Lieutenant Marshman now commands the following Details in the Detective Division: Homicide, Assault and the Cold Case Homicide Unit. It is unusual for a Probationary Lieutenant to command such high profile Detective Details. Mike has achieved and earned the opportunity to take on this leadership role largely due to his willingness to learn from veteran homicide sergeants and detectives; while at the same time understanding when to step in as a commanding officer and make decisive decisions and offer support.

Mike is administratively strong and is very well organized. He shares his expertise with others as he provides direction to his sergeants and detectives. He is open to feedback and new ideas that are presented by others including his peers.

During this evaluation period, Lieutenant Marshman was tasked with assisting a new sergeant with developing the newly configured Assault Detail. Mike has exceeded my expectations in this regard and his mentorship is beneficial to the Detail and the Division as well.

Lieutenant Marshman is even tempered during stressful situations. He handles administrative stress very well and is calm and in control at the scene of traumatic incidents including homicides. Mike has also assisted with managing confidential personnel issues and has done so in a discreet and professional manner.

Mike continues to seek outside training when available and supports the training and development of his subordinates.

### Development Activities:

The Detective Division is currently forming a Bureau wide Burglary Task Force. Mike has been instrumental in formulating strategies and resources that will enable us to get this Task Force started soon. During the last evaluation period of Lieutenant Marshman's probationary year, I am expecting him to continue his efforts by organizing and implementing a successful structure and business model that will lead to implementing this Task Force soon after the beginning of next year (January 1, 2011).

# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT # 4

Name: Last, First, M.I. <b>Marshman, Mike</b>		DPSST # <b>25056</b>	EVALUATION FACTOR SCORES
Prec/Division <b>Detectives</b>	Shift <b>M</b>	Assignment <i>Administrative Detective Division Lieutenant</i>	<u>A</u> Administrative Effectiveness <u>A</u> Person to Person Organizational <u>A</u> Communications  <u>A</u> Individual Professional Characteristic <u>A</u> Skills In External Relationships <u>A</u> Reaction To Stress
Evaluation Period <b>06/09/10-08/09/10</b>		Sick time this period <b>0</b>	<u>A</u> Individual Professional Characteristic <u>A</u> Skills In External Relationships <u>A</u> Reaction To Stress
CIVIL SERVICE CLASSIFICATION  <b>Lieutenant</b>			<b>Rating Scale</b> A= Acceptable I = Needs Improvement U = Unacceptable N/O= Not Observed
Reason for Evaluation (check one):			
<input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

**Supervisor's General Comments:** (Use other side if additional is needed)

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

Signature of Employee: *[Signature]*  
 (Signature indicates only that appraisal has been discussed with employee)

Date: *8/28/10*

Supervisor (Evaluator): *Andre Dave Famous*

Date: *August 23, 2010*

Reviewer: Cmde. Dave Famous

Date: August 23, 2010

## EVALUATION FACTOR DESCRIPTIONS

### COMMAND / MANAGEMENT

#### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

**Budget:** Budget development is realistic and prepared in a good format. Controllable expenses are kept within the set levels of the budget.

**Planning:** Familiarity with the Bureau's policies, objectives and practices. Translates these policies, objectives and practices into specific programs.

**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Effectively develops subordinates.
●	0	0	0	Works cooperatively towards Bureau goals and objectives.
●	0	0	0	Realistic and appropriate involvement with budget.
●	0	0	0	Demonstrates planning skills.
●	0	0	0	Job organization and delegation.

A

Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

#### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

**Reporting:** Submits accurate and complete staff reports on schedule. Staff reports are concise, to the point and submitted with appropriate recommendations when necessary.

**Leadership:** Motivates others to satisfactory performance. Respected as fair. Obtains positive response to new ideas and needed reorganizations.

**Communication:** Keeps appropriate people informed. Presents thoughts in an orderly, understandable manner. Able to adequately present viewpoints on a problem, but can accept other opinions if they appear better than own. Written correspondence is clear, concise and an accurate representation of Bureau policy. Recognizes that skill in the art of listening is an important part of communication.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Supervision and product control.
●	0	0	0	Accurate and timely reporting.
●	0	0	0	Leadership and motivation.
●	0	0	0	Appropriate vertical and horizontal communications.

A

AComposite Evaluation for COMMUNICATION

## EVALUATION FACTOR DESCRIPTIONS

### COMMAND / MANAGEMENT

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#### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Demonstrates problem solving.
●	0	0	0	Objective and unbiased decision making.
●	0	0	0	Decisive in initiation of action plans.

AComposite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

#### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Works cooperatively with others.
●	0	0	0	Satisfactorily represents the Bureau to the community.

AComposite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS

# EVALUATION FOR FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

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### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
●	0	0	0	Shows judgment under stress.
●	0	0	0	Makes effective and prudent decisions.
●	0	0	0	Remains calm under pressure.
●	0	0	0	Maintains control of situations.

A Composite Evaluation for REACTION TO STRESS

## Lieutenant Michael Marshman Command / Management Evaluation #4

### Supervisor's General Comments:

Lieutenant Marshman is developing a sound understanding of the lieutenant's role both in the Bureau and in the Detective Division where he is currently assigned. Mike is inclusive in his decision making and at the same time he clearly is a respected leader who can be decisive when the need arises. Mike is fully engaged with the details he commands.

Normally there are two lieutenants assigned to the Detective Division. For a period of about six weeks during this evaluation period, Mike was the only lieutenant working in the Division. During this time Mike supervised the day to day detail assignments of the entire Detective Division. He performed this duty with great expertise and dedication. Mike clearly is familiar with a variety of resources that are available both inside and outside of the Division. If he is unsure about addressing a problem or issue, he will reach out to others and ask for help bringing resolution to the matter.

Mike is administratively strong and is very well organized. He shares his expertise with others as he provides direction to his sergeants and detectives. He is open to feedback and new ideas that are presented by others including his peers.

Lieutenant Marshman is keenly aware that he supervises subject matter experts and is not intimidated by their expertise. I have seen this first hand as I arrived at the location of two recent homicides where both Mike and I were briefed by the homicide detective sergeant. Mike listens and communicates well and provides information to me and the Assistant Chief of Investigations in a timely and concise manner.

Lieutenant Marshman is even tempered during stressful situations. He handles administrative stress very well and is calm and in control at the scene of traumatic incidents including homicides.

Mike continues to seek outside training when available and supports the training and development of his subordinates.

### Development Activities:

The Detective Division is currently forming an Assault Detail that includes a new division sergeant. During the next evaluation period, I am expecting Lieutenant Marshman to assist the new sergeant with developing this new detail to a high level of expertise given the current workload.

# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT #3

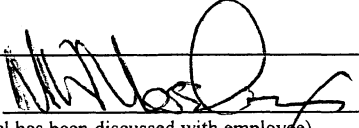
Name: Last, First, M.I. <b>MARSHMAN, MICHAEL</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b>		
Prec/Division <b>DETECTIVES</b>	Shift <b>M</b>	Assignment <b>Lieutenant</b>	<u>A</u>	<b>Administrative Effectiveness</b>	
Evaluation Period <b>04/09/10 TO 06/09/10</b>			Sick Time This Period <b>0</b>	<u>A</u>	<b>Person-To-Person &amp; Organizational Communications</b>
				<u>A</u>	<b>Individual Professional Characteristic</b>
<b>CIVIL SERVICE CLASSIFICATION LIEUTENANT</b>				<u>A</u>	<b>Skills In External Relationships</b>
				<u>A</u>	<b>Reaction To Stress</b>
Reason for Evaluation (check one):					
<input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			<b>Rating Scale</b> A = Acceptable U = Unacceptable NI = Needs improvement		

**Supervisor's General Comments:** (Use other side if additional is needed)

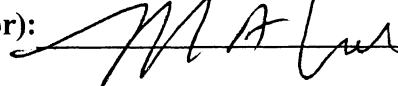
SEE ATTACHED

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

SEE ATTACHED

**Signature of Employee:**   
 (Signature indicates only that appraisal has been discussed with employee)

**Date:** 7/26/10

**Supervisor (Evaluator):** 

**Date:** 7-22-10

**Reviewer:** \_\_\_\_\_

**Date:** \_\_\_\_\_



# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

**Budget:** Budget development is realistic and prepared in a good format. Controllable expenses are kept within the set levels of the budget.

**Planning:** Familiarity with the Bureau's policies, objectives and practices. Translates these policies, objectives and practices into specific programs.

**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Effectively develops subordinates.
0	0	0	0	0	0	Works cooperatively towards Bureau goals and objectives.
0	0	0	0	0	0	Realistic and appropriate involvement with budget.
0	0	0	0	0	0	Demonstrates planning skills.
0	0	0	0	0	0	Job organization and delegation.

A

Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

**Reporting:** Submits accurate and complete staff reports on schedule. Staff reports are concise, to the point and submitted with appropriate recommendations when necessary.

**Leadership:** Motivates others to satisfactory performance. Respected as fair. Obtains positive response to new ideas and needed reorganizations.

**Communication:** Keeps appropriate people informed. Presents thoughts in an orderly, understandable manner. Able to adequately present viewpoints on a problem, but can accept other opinions if they appear better than own. Written correspondence is clear, concise and an accurate representation of Bureau policy. Recognizes that skill in the art of listening is an important part of communication.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Supervision and product control.
0	0	0	0	0	0	Accurate and timely reporting.
0	0	0	0	0	0	Leadership and motivation.
0	0	0	0	0	0	Appropriate vertical and horizontal communications.

A

Composite Evaluation for COMMUNICATION

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Demonstrates problem solving.
0	0	0	0	0	0	Objective and unbiased decision making.
0	0	0	0	0	0	Decisive in initiation of action plans.

A

Composite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Works cooperatively with others.
0	0	0	0	0	0	Satisfactorily represents the Bureau to the community.

A

Composite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS

# EVALUATION FOR FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Shows judgment under stress.
0	0	0	0	0	0	Makes effective and prudent decisions.
0	0	0	0	0	0	Remains calm under pressure.
0	0	0	0	0	0	Maintains control of situations.

A

Composite Evaluation for REACTION TO STRESS

## **Lieutenant Michael Marshman 04-09-10 to 06-09-10**

### Supervisors General Comments:

Mike is doing a great job. He is a pleasure to work with. He gets things done and sees the big picture. Often times new lieutenants struggle with "getting out of the weeds." Mike has not had this problem. His transition from sergeant to lieutenant has been very smooth.

### Administrative Effectiveness:

Mike is very well versed in the resources available both in and outside the Portland Police Bureau. When faced with a problem he usually knows where to go to get the help he needs. If not he will seek out advice from others.

Mike is very organized. He uses "lists" to keep himself on track and to achieve his objectives for the day and week. Watching his use of the "list" has helped enhance my organizational skills.

### Person to Person and Organizational Communication:

Mike is fully engaged with the units he commands. He gives his folks clear direction and feedback. If I give direction to Mike he quickly passes it to his subordinates and the job gets done.

His sergeants respect him and his leadership.

Mike is very good with communication both up and down the chain of command. His emails are very informative and keep everyone in the "loop."

### Individual Professional Characteristics:

Mike is a well rounded individual with a strong support system at home (his wife). His life is in order and he keeps himself fit. This allows him to come to work each day focused on Bureau business.

### Skills In External Relationships:

Mike has detectives/officers assigned to detached positions (US Marshalls, FBI and ATF). Mike is good about nurturing those relationships.

### Assessment and Reaction to Stressful Situations:

Mike does not get excited and keeps his emotions under control. I have not seen him adversely impacted by stress.

### Development Activities:

During this reporting period Mike attended the Police Executive Research Forum in Philadelphia, PA. Mike attended all classes and gleaned a lot of new information to assist him with his job.

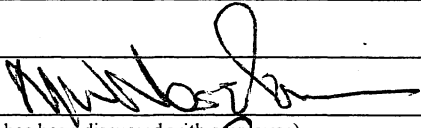
# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT # 2

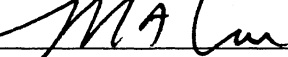
Name: Last, First, M.I. <b>MARSHMAN, MICHAEL</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b>
Prec/Division <b>DETECTIVES</b>	Shift <b>M</b>	Assignment <b>Lieutenant</b>	<u>A</u> Administrative Effectiveness <u>A</u> Person-To-Person & Organizational Communications <u>A</u> Individual Professional Characteristic <u>A</u> Skills In External Relationships <u>X</u> Reaction To Stress
Evaluation Period <b>02/09/10 TO 04/09/10</b>		Sick Time This Period <b>0</b>	<b>NOT OBSERVED</b> <u>Rating Scale</u> A = Acceptable U = Unacceptable NI = Needs improvement
<b>CIVIL SERVICE CLASSIFICATION</b> <b>LIEUTENANT</b>			
Reason for Evaluation (check one):			
<input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

**Supervisor's General Comments:** (Use other side if additional is needed)

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

**Signature of Employee:**   
 (Signature indicates only that appraisal has been discussed with employee)

**Date:** 4/26/10

**Supervisor (Evaluator):** 

**Date:** 4-26-10

**Reviewer:** \_\_\_\_\_

**Date:** \_\_\_\_\_

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

**Budget:** Budget development is realistic and prepared in a good format. Controllable expenses are kept within the set levels of the budget.

**Planning:** Familiarity with the Bureau's policies, objectives and practices. Translates these policies, objectives and practices into specific programs.

**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Effectively develops subordinates.
0	0	0	0	0	0	Works cooperatively towards Bureau goals and objectives.
0	0	0	0	0	0	Realistic and appropriate involvement with budget.
0	0	0	0	0	0	Demonstrates planning skills.
0	0	0	0	0	0	Job organization and delegation.

\_\_\_\_\_ Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

**Reporting:** Submits accurate and complete staff reports on schedule. Staff reports are concise, to the point and submitted with appropriate recommendations when necessary.

**Leadership:** Motivates others to satisfactory performance. Respected as fair. Obtains positive response to new ideas and needed reorganizations.

**Communication:** Keeps appropriate people informed. Presents thoughts in an orderly, understandable manner. Able to adequately present viewpoints on a problem, but can accept other opinions if they appear better than own. Written correspondence is clear, concise and an accurate representation of Bureau policy. Recognizes that skill in the art of listening is an important part of communication.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Supervision and product control.
0	0	0	0	0	0	Accurate and timely reporting.
0	0	0	0	0	0	Leadership and motivation.
0	0	0	0	0	0	Appropriate vertical and horizontal communications.

\_\_\_\_\_ Composite Evaluation for COMMUNICATION

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Demonstrates problem solving.
0	0	0	0	0	0	Objective and unbiased decision making.
0	0	0	0	0	0	Decisive in initiation of action plans.

\_\_\_\_\_ Composite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Works cooperatively with others.
0	0	0	0	0	0	Satisfactorily represents the Bureau to the community.

\_\_\_\_\_ Composite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS

# EVALUATION FOR FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

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### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Shows judgment under stress.
0	0	0	0	0	0	Makes effective and prudent decisions.
0	0	0	0	0	0	Remains calm under pressure.
0	0	0	0	0	0	Maintains control of situations.

\_\_\_\_\_ Composite Evaluation for REACTION TO STRESS



## **Lieutenant Michael Marshman 02-09-10 to 04-09-10**

### Supervisors General Comments:

Mike continues to do a good job. He sets a good example and is well informed. If I have a question about what is going on in one of his respective details he usually has the answer. If not, he quickly inquires and gets me the answer.

### Administrative Effectiveness:

Mike is working with two sergeants: One has difficulty delegating and the other is too involved with "detective duties." Both sergeants possess good qualities. Mike is doing a good job in bringing up performance, without deflating the sergeants. Mike gave the above two sergeants both verbal and written expectations. This is an ongoing issue that will need constant monitoring.

Mike worked with one of his sergeants to solve a non-sworn employee performance problem. The problem appears to be resolved, but will need to be monitored.

Mike is also working with another non-sworn employee. Mike has requested help from the Personnel Division to help work through the problem. I will give an update in the next evaluation.

### Person to Person and Organizational Communication:

Mike continues to be engaged with his staff and day to day operations. He communicates his expectations effectively and follows through.

A real strong point for Mike is keeping me informed. We meet almost daily to stay caught up.

### Individual Professional Characteristics:

Mike continues to set a good example. He is always on time and prepared. Mike is honest, professional and ethical. He has high standards and expects the same from others.

### Skills In External Relationships:

Mike continues to work with community members to improve external and internal communications. Mike's work in this area is a real model for community policing.

### Assessment and Reaction to Stressful Situations:

Not observed

### Development Activities:

Attend the Police Executive Research Forum's annual meeting to learn new ways to innovate and improve. Mike signed up to attend the meeting.

Continue to meet with your staff to learn more about their job. This will help you get them what they need.


# PERFORMANCE EVALUATION AND COUNSELING FORM

## COMMAND / MANAGEMENT # 1

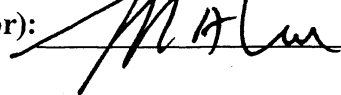
Name: Last, First, M.I. <b>MARSHMAN, MICHAEL</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b>  <div style="display: flex; align-items: center;"> <div style="text-align: center; width: 20px;"> <del>A</del> <del>A</del> <del>A</del> <del>A</del> X Not OBSERVED                 </div> <div>                     Administrative Effectiveness                      Person-To-Person &amp; Organizational Communications                      Individual Professional Characteristic                      Skills In External Relationships                      Reaction To Stress                 </div> </div> <b>Rating Scale</b> A = Acceptable U = Unacceptable NI = Needs improvement
Prec/Division <b>DETECTIVES</b>	Shift <b>M</b>	Assignment <b>Lieutenant</b>	
Evaluation Period <b>12/09/09 TO 02/09/10</b>		Sick Time This Period <b>0</b>	
<b>CIVIL SERVICE CLASSIFICATION</b> <b>LIEUTENANT</b>			
<b>Reason for Evaluation (check one):</b>  <div style="display: flex; justify-content: space-between;"> <div> <input checked="" type="checkbox"/> Bi-Monthly  <input type="checkbox"/> Monthly                 </div> <div> <input type="checkbox"/> Extended Probation  <input type="checkbox"/> Special Evaluation                 </div> </div>			

Supervisor's General Comments: (Use other side if additional is needed)

Development Activities: Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

Signature of Employee:   
 (Signature indicates only that appraisal has been discussed with employee)

Date: 4/26/10

Supervisor (Evaluator): 

Date: 4-26-10

Reviewer: \_\_\_\_\_

Date: \_\_\_\_\_

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### ADMINISTRATIVE EFFECTIVENESS:

**Employee Development:** Effectively trains and develops subordinates.

**Execution of Policy:** Understands and complies with the overall policy and basic concepts of the Bureau. Efforts lead toward successful accomplishment of stated goals. Measures results against goals and takes corrective action when necessary.

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**Job Organization:** Delegates responsibility and handles job details efficiently. Programs activities in an orderly and systematic way.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Effectively develops subordinates.
0	0	0	0	0	0	Works cooperatively towards Bureau goals and objectives.
0	0	0	0	0	0	Realistic and appropriate involvement with budget.
0	0	0	0	0	0	Demonstrates planning skills.
0	0	0	0	0	0	Job organization and delegation.

\_\_\_\_\_ Composite Evaluation for ADMINISTRATIVE EFFECTIVENESS

### PERSON-TO-PERSON AND ORGANIZATIONAL COMMUNICATIONS:

**Supervisory Direction:** Directs employees and controls their efforts. Encourages their initiative. Knows what is going on with relative Portland Police Bureau projects. Available to employees for guidance and counseling. Evaluates personnel and suggests ways for them to improve.

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N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Supervision and product control.
0	0	0	0	0	0	Accurate and timely reporting.
0	0	0	0	0	0	Leadership and motivation.
0	0	0	0	0	0	Appropriate vertical and horizontal communications.

\_\_\_\_\_ Composite Evaluation for COMMUNICATION

# EVALUATION FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

### INDIVIDUAL PROFESSIONAL CHARACTERISTICS:

**Imagination:** Shows originality in approaching problems. Does not presume existing policies and procedures are best. Creates effective solutions. Able to visualize the implications of various approaches.

**Objectivity:** Takes a rational, impersonal viewpoint based on facts and qualified opinions. Able to set aside personal preference and work for the good of the Bureau.

**Drive:** Spends the time necessary to do a good job.

**Decisiveness:** Able to reach timely decisions and initiate appropriate action.

**Firmness:** Has the courage of his/her convictions. Firm when convinced, but not stubborn.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Demonstrates problem solving.
0	0	0	0	0	0	Objective and unbiased decision making.
0	0	0	0	0	0	Decisive in initiation of action plans.

\_\_\_\_\_ Composite Evaluation for INDIVIDUAL PROFESIONAL CHARACTERISTICS

### SKILLS IN EXTERNAL RELATIONSHIPS:

**Intergovernmental Relations:** Works closely with other federal, state and local government representatives. Cooperative and productive relationships with others.

**Community Relations:** Skillfully represents the Portland Police Bureau to the press, radio and television. Properly avoids politics and partisanship. Supports the Portland Police Bureau and its reputation.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Works cooperatively with others.
0	0	0	0	0	0	Satisfactorily represents the Bureau to the community.

\_\_\_\_\_ Composite Evaluation for SKILLS IN EXTERNAL RELATIONSHIPS

# EVALUATION FOR FACTOR DESCRIPTIONS

## COMMAND / MANAGEMENT

---

### ASSESSMENT AND REACTION TO STRESSFUL SITUATIONS:

Some Command/Management level personnel are called upon to take charge at the scene of complex or serious situations such as hostage negotiation, labor dispute, protest demonstration or major disaster. Not all battles are fought in the field; a command level person can face stress at a community meeting of displeased citizens or even in the conference room. The individual must demonstrate good judgment in difficult situations, making effective decisions that are in keeping with the policies of the Bureau and/or City. He or she should be able to exhibit calmness under pressure and clearly be in control of the situation.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Shows judgment under stress.
0	0	0	0	0	0	Makes effective and prudent decisions.
0	0	0	0	0	0	Remains calm under pressure.
0	0	0	0	0	0	Maintains control of situations.

\_\_\_\_\_ Composite Evaluation for REACTION TO STRESS

## **Lieutenant Michael Marshman 12-09-09 to 02-09-10**

### Supervisors General Comments:

Mike is doing a great job. The transition from sergeant to lieutenant has been smooth. Mike's time in the Chief's Office has allowed him to see the "big picture."

### Administrative Effectiveness:

Mike is very familiar with the inner workings of the PPB. He knows where to find answers when he does not have them.

### Person to Person and Organizational Communication:

Mike keeps me informed by email, phone and in person. Urgent matters are done by phone or in person and non urgent matters are by email. Mike has good intuition in regards to what is urgent and what is not.

During the first two months Mike spent a lot of time meeting with his staff to learn about their jobs. This gave Mike credibility with his staff and a better understanding of what they do. Mike's desire to learn has been tremendous and reflects his commitment to sound leadership.

### Individual Professional Characteristics:

Mike is top notch. He always exudes professionalism and looks nice.

### Skills In External Relationships:

While in the Chief's Office Mike started a partnership with members of the community to increase internal and external communications. Mike brought the project with him to the Detective Division. He continues to meet with the community members on a regular basis.

### Assessment and Reaction to Stressful Situations:

Not observed

### Development Activities:

Attend the Police Executive Research Forum's annual meeting to learn new ways to innovate and improve.

Continue to meet with your staff to learn more about their job.

Continue community outreach

# **PORTLAND POLICE BUREAU EAST PRECINCT**



## **PERFORMANCE STANDARDS FOR SERGEANTS & PROBATIONARY SERGEANTS**

It is the policy of East Precinct to provide probationary sergeants with training in all areas relevant to their required duties and job functions. It is the policy of East Precinct to provide all sergeants with written performance standards as a guide to expected performance and standards for evaluation, should special evaluation be required.

This directive describes specific categories for duties and job functions for which East Precinct Sergeants are responsible. Probationary sergeants will be trained in these categories and evaluations will be based upon performance in these categories. Non-probationary sergeants are expected to demonstrate competence in these categories on an on-going basis.

**Sergeant / Probationary Sergeant Training Workbook:** A checklist of tasks, skills, and responsibilities of East Precinct Sergeants used to track progress in training and to define areas for developmental activities, for use in evaluation probationary sergeants (see Attachment A.)

Probationary sergeants will obtain training in those areas and categories as needed to demonstrate competence. Probationary sergeants are responsible for their own training when appropriate, such as reviewing the Manual of Policy & Procedure, PPA contract and DCTU contract.

Experienced sergeants will assist probationary sergeants in learning tasks not readily self taught, such as scheduling, and as directed by their lieutenant.

The supervising lieutenant will review the probationary sergeant's progress and define areas and categories needing additional training. The lieutenant will maintain the probationary sergeant's training workbook as explained in the workbook instructions.

Non-probationary sergeants will be competent in all listed categories. Deficiencies will be addressed by their supervising lieutenant through a work plan to address training and performance needs, based on the categories of duties and job functions listed.

More serious deficiencies in performance categories may be addressed by a special evaluation period. During the special evaluation period the listed categories and standards will be the standards for evaluation of performance.

The following are twenty-nine (29) categories of duties and job functions sergeants at East Precinct are responsible for:

1. **STAFFING** - Assignment of Patrol Districts / Minimum Staffing
  - Knows the minimum staffing level for each day.
  - Knows what patrol districts have to be filled for minimum staffing and what district(s) to add when above minimum staffing.
  - Knows how many officers can go on vacation, training, and special duty on each day to achieve the minimum staffing level for the shift.



2. **SCHEDULING** - Preparing the Daily Schedule
  - Knows which officers are assigned to a particular district.
  - Completes an accurate schedule in a timely manner.
  - Is able to readjust the schedule on short notice because of sick time and other emergencies causing personnel shortages.
  - Is able to schedule time during the shift for training, community meetings, and other commitments, i.e., GREAT and DARE, etc.
  - Knows what special details are to be staffed when personnel are available.
  - Conducts roll calls in a timely manner, provides needed information, and conducts critiques and training regarding current operational issues.
3. **LEAVES OF ABSENCE:** - Vacation, Sick, Parental, Family Medical, Death Leave
  - Knows how to apply the seniority provisions of the PPA and DCTU contract governing vacation and holiday time off.
  - Knows what dates the vacation / holiday sign-up is to be posted.
  - Knows how many hours of sick time can be used without a doctor's excuse for the number of hours available.
  - Identifies employees who are abusing sick time, knows the procedure for placing them on sick time abuse notice and knows what is required of employees on sick time abuse notice.
  - Understands how many hours of family leave are allowed in one year and the parameters regarding its use.
  - Understands how much time off can be taken for parental leave and who can take parental leave.
  - Knows what city/PPB forms need to be completed when requesting parental leave and where to forward the forms.
  - Knows policy regarding funeral leave and mandatory time off for shootings.
4. **OVERTIME**
  - Knows how to apply the PPA/DCTU contract regarding overtime.
  - Hire employees on overtime complying with the contracts, Policy & Procedures, and Precinct S.O.P.
  - Knows when it is necessary to hire on overtime to maintain minimum staffing.
  - Reviews overtime slips for completeness.
  - Understands and uses strategies to reduce overtime usage.
  - Knows the requirements for emergency operations overtime slips.
5. **CONTRACT ADMINISTRATION** - (PPA/DCTU)
  - Understands both the PPA and DCTU contracts.
  - Can locate information in the contracts to settle disputes or answer questions.
6. **TRAVEL AUTHORIZATIONS** - Approval Process / Forms
  - Knows who needs to approve the advance travel and training request forms.
  - Knows what forms to complete prior to travel and after the expenditure and when they are due.
  - Knows what to consider for approval or denial of travel / training requests (staffing, funds available.)

7. **LIMITED PURCHASE ORDERS**

- Knows who can approve the purchases.
- Knows what forms to fill out and to whom to submit.
- Knows the number of bids needed prior to approval.

8. **EQUIPMENT ISSUANCE / MAINTENANCE**

- Knows what equipment the Sergeant is authorized to issue.
- Knows the proper forms to complete for issuance of the equipment.
- Knows where to send the employee to be issued the equipment.
- Ensures accountability for equipment assigned to the shift / RU.
- Knows what inspections to conduct to ensure equipment maintenance.

9. **EVIDENCE FUNDS**

- Understands the procedures outlined in the Manual of Policy & Procedure directive and S.O.P.'s to issue evidence funds.
- Understands what forms need to be completed when issuing funds.
- Understands what forms need to be completed to account for the funds.
- Understands what evidence funds can and cannot be used for.
- Understands the G.O. regarding informant handling and the percentages of EFAR's that need to be witnessed by a Sergeant or another officer.
- Is able to review and approve the forms for completeness and accuracy.
- Understands what dollar amount the Sergeant can issue and authorize for cash expenditures.
- Understands when unused funds and accounting paperwork are to be completed and turned in.
- Understands what forms or memos are to be completed if a carryover occurs.
- Knows how to evaluate informant productivity.

10. **INTERNAL INVESTIGATIONS COMPLAINT AND INQUIRY PROCESS**

- Understands and can apply G.O. 340.00 regarding the Complaint and Disciplinary Process.
- Knows when and how to take a complaint.
- Knows the advance notice procedure and how to notify the employee of the pending investigation.
- Knows what rights to inform the employee of involved in the complaint.
- Knows how to conduct a complete investigation including interviews of employees, witnesses and complainant.
- Prepares a complete and accurate report covering the investigation. Completes a letter to the complainant, if an inquiry.
- Addresses each allegation in the complaint.
- Knows when and how to take a temporary personnel action.

11. **O.R.S. AND CITY CODE**

- Has a thorough knowledge of frequently used sections of the O.R.S. and City Code, and is able to locate and understand lesser used sections.
- Is able to answer questions from employees regarding the O.R.S. and City Code and locate information in a timely manner.
- Monitors current DA standards for prosecutable cases and provides appropriate guidance to officers.
- Knows how and when to contact the on-call DA for guidance.
- Knows the laws of arrest and detention, search and seizure, evidence, and release of information.

12. **GENERAL ORDERS**

- Understands all Policy & Procedure directives and knows Policy & Procedure directives relating to commonly encountered operational issues.
- Knows Policy & Procedure directives relating to high-risk operational issues.
- Is able to answer questions from employees regarding the Policy & Procedure directives.
- Is able to find answers to questions in a timely manner.
- Works within the Manual of Policy and Procedure and monitors employees to ensure they are following the directives.
- Takes appropriate action when non-compliance with Policy & Procedure directives are detected.
- Knows the Policy & Procedure directives regarding the continuum of force, and monitors officer actions for the use of the minimum force necessary.

13. **ROUTINE INCIDENT TACTICAL SUPERVISION**

- Know how to supervise a routine tactical incident and communicate orders.
- Is able to take command at routine tactical incident and knows when to do so.
- Knows how to deploy personnel in a safe manner.
- Knows the location for personnel at the scene.
- Properly assess the incident and formulates a plan of action.
- Knows what resources are available to assist at the incident and how to request assistance.
- Supervise the incident to its completion.
- Knows when to call for additional officers to assist.
- Knows how to supervise a block / building search.
- Knows how to supervise a Felony Car Stop.
- Is able to oversee crisis intervention and communicate with the mentally ill and distraught.
- Knows when to notify the Command and PIO.
- Prepares a complete after-action report on the incident.

14. **HIGH RISK INCIDENT TACTICAL SUPERVISION.**

- Knows how to supervise a High Risk incident and communicate orders.
- Is able to take command of the situation, knows when to do so, and is able to supervise to completion.
- Supervises and deploys personnel in a safe manner and knows their location.

- Assess the incident correctly and formulates an appropriate plan of action.
- Knows when and how to request an additional supervisor, officers or resources to fulfill the mission.
- Prepares a complete after action report.

15. **SERT/HNT CALL-UPS**

- Knows the directive regarding SERT/HNT call-ups and what types of calls mandate SERT/HNT call-ups.
- Assesses the situation.
- Contains the area and coordinates inner / outer perimeters.
- Establishes a command post and assigns personnel to operate it, including a recorder.
- Determines a location for news media and notifies the PIO.
- Is able to appropriate additional radio nets for the operation.
- Takes command, communicates orders, and supervises to conclusion.
- Coordinates EMS response and directs to a staging area.
- Knows which command staff to notify when SERT/HNT is called.
- Communicates to command and SERT/HNT what the situation is, where personnel are located and what has already been accomplished.
- Provides relief to officers involved in the situation.
- Is able to oversee or conduct initial negotiations prior to arrival of HNT.
- Is able to coordinate assistance from outside of the precinct for additional personnel to assist at the incident or to cover patrol districts.
- Prepares a comprehensive after action report with appropriate critique.
- Is able to conduct a post-incident debriefing with all involved.

16. **MAJOR CRIME SCENE SUPERVISION**

- Notifies BOEC of the type of incident and request additional resources if needed.
- Is able to establish and protect the crime scene and assign officers as needed.
- Limits access to the crime scene and assigns a recorder to write down the name and DPSST number of anyone entering the crime scene.
- Directs officers to locate and isolate witnesses.
- Notifies the proper personnel, i.e., DET, PIO, ID, ME, Command staff and Community Response Teams.
- Knows the G.O. regarding Use of Deadly Physical Force, including required notifications and providing for human needs.
- Takes control of crime scene and communicates orders to personnel at the scene.
- Directs personnel entering the scene to write a report documenting their involvement.
- Is able to coordinate follow-up to locate suspects and is able to coordinate apprehension of suspects.
- Understands the Community Caretaking Statute, limitations on crime scene searches, and when a search warrant must be obtained.
- Understands when exigent circumstances allow warrantless searches.
- Provides support for officers involved in deadly force / officer involved shooting situations.

17. **VEHICLE PURSUIT SUPERVISION:**
- Knows G.O. #630.10 regarding vehicle pursuits.
  - During a pursuit determines: the charges involved, if suspect is known, if there are passengers, speeds involved, pedestrian vehicle traffic, and weather / road conditions.
  - Makes an independent judgement as to the termination of the chase based on the above.
  - Limits the number of police vehicles involved in the chase and makes a decision if more vehicles are needed or not depending on the situation.
  - Knows the directive regarding ramming, barricading a roadway, use of spike strips, and boxing in a vehicle.
  - Is able to make a decision regarding the use of the above alternatives and if they meet bureau guidelines and state law.
  - Documents in an after action report actions and decisions by all involved and critiques appropriately.
  - Knows when a PPB Officer can pursue into Washington State.
  - Knows policy regarding inter-jurisdictional and multi-agency pursuits.
18. **CROWD CONTROL SUPERVISION:**
- Knows and understands G.O. #635.10 regarding crowd control.
  - Knows the number of officers needed to form a squad and is able to form a squad to deal with a large crowd.
  - Knows the principles outlined in the G.O., i.e., isolate the crowd, show of force, selective arrest, multiple or mass arrests, and orders to disperse.
  - Is able to move and control a squad in a crowd control situation.
  - Communicates with command updating the situation.
  - Is able to employ voice control.
19. **INCIDENT CRITIQUES / DEBRIEFINGS**
- Knows when and how to conduct a debrief / critique of a situation.
  - Points out the positives and negatives of a situation.
  - Is open to criticism of their own and other's performance.
  - Is able to conclude the critique / debrief on a positive note.
  - Prepares commendations to recognize excellent performance.
20. **FTO SUPERVISION**
- Knows the policies regarding Field Training Officers (FTO's.)
  - Is able to supervise an FTO and recruit and ascertain if the FTO is training the recruit within bureau goals and objectives.
  - Reviews the recruit observation forms for completeness and accuracy.
  - Addresses problems outlined in the recruit observation forms with the FTO, recruits and Training Division.

21. **PROBATIONARY OFFICER SUPERVISION**
- Greets new officers and ensures they receive a precinct orientation and have all required equipment.
  - Is able to actively supervise a probationary officer.
  - Documents strengths and weaknesses and critiques these areas with the recruit.
  - Is available to assist and answer questions.
  - Responds to calls to observe the recruit.
  - Writes a complete and accurate recruit observation form in a timely manner.
  - Reviews this report with the recruit and discusses the report.
22. **REPORT REVIEW / QUALITY CONTROL**
- Reviews reports for neatness, completeness, accuracy.
  - Determines if the elements of a crime are included in the reports.
  - Returns a deficient report to an employee for revision.
  - Identifies employees with deficient writing skills and trains appropriately.
23. **AFTER ACTION REPORTS**
- Knows when an after action report is needed.
  - Writes a complete and accurate report.
  - Completes the after action report in a timely manner.
  - Knows what other documents need to accompany the after action report.
24. **DISABILITY REPORTS**
- Knows when a disability report is needed and writes a complete and accurate report in a timely manner.
  - Includes necessary documents with the report.
  - Ensures entry in injury log, reviews, and attaches to report.
  - Knows to fax a copy of the report to the Fire / Police disability fund or PERS before the end of the shift.
  - Notifies command if injury is serious.
25. **OTHER REPORTS / STAFF WORK / MEMORANDA**
- Knows how to prioritize and manage time to complete staff work efficiently.
  - All staff work is neat, concise, accurate and complete.
  - All staff work is in the proper form.
  - Seeks the input of others.
  - Is able to develop and write operations orders in accordance with precinct S.O.P.

26. **COUNSELING, PERFORMANCE PROBLEMS AND COMMUNICATION**

- Knows what informal counseling is and when it is appropriate to use it.
- Is able to communicate what the problem is to the employee and develop a plan to deal with it.
- Is able to identify performance problems and take corrective action.
- Knows what formal counseling is and the procedures for its use.
- Documents the counseling session in a memo.
- Communicates to the employee the reason for counseling and develops a plan to correct the problem.
- Monitors the employee's activities to verify that the problem is corrected and no further problems are occurring.
- Understands the concept of progressive discipline as used by the Police Bureau.
- Keeps the command apprised.

27. **OPERATIONS AND DETAIL SUPERVISION AND COMMUNICATION**

- Knows the officers assigned to their detail.
- Is able to monitor the activities of the officers assigned and assures radio calls are handled appropriately in a timely manner.
- Is able to monitor call load and response times on the MDT and re-deploy staffing to minimize delay in call response.
- Knows when to restrict call response to high priority only (E, 1, and 2.)
- Is able to recognize minor problems and deal with them before they escalate to serious problems.
- Responds to calls, is available to assist officers, answer questions and take command when necessary.
- Is able to effectively communicate orders and directions to officers assigned.
- Is able to communicate with command.
- Acknowledges good work and is able to prepare a written commendation.
- Encourages officer involvement in decision making, problem solving, and feedback to command.
- Obtains knowledge of precinct public safety issues and priorities and communicates at neighborhood and public meetings regarding those issues.
- Is able to develop a problem solving action plan and direct officer actions in response to a PIF (Problem Identification Form) on chronic problems and livability issues such as prostitution, drug houses, transient camps, etc.

• **EMPLOYEE ASSISTANCE**

- Ensures a comfortable work environment for all, detects discrimination or harassment, takes immediate action and documents.
- Knows what employee assistance programs are available.
- Able to access these programs and/or direct the employee to a contact person.
- Knows the warning signs of employee difficulties, i.e., change of behavior, abuse of sick time, burnout, etc., and is willing to intervene.

29. **TRAINING OPPORTUNITIES / EMPLOYEE DEVELOPMENT**

- Provides information on training opportunities available for employees and supervisors.
- Knows what forms and procedures to follow for applying for training.
- Encourages employees to take advantage of training opportunities.
- Encourages personal growth in subordinates and increased areas of responsibility.
- Facilitates special assignments to develop skills in subordinates.



EAST PRECINCT  
SERGEANT / PROBATIONARY  
SERGEANT  
TRAINING

WORKBOOK  
TASK LIST  
COACHES GUIDE

## **SERGEANT / PROBATIONARY SERGEANT TRAINING WORKBOOK**

The purpose of the Probationary Sergeant Training Workbook is:

1. To serve as a guide to the tasks required of all Sergeants at East Precinct
2. To serve as a checklist to prevent unnecessary duplication of training.
3. To serve as a checklist to ensure that training is consistent and tasks are instructed, demonstrated and performed.

The items of instruction listed in the workbook consist of tasks which a Sergeant is expected to know and perform. These tasks are not all inclusive, but serve as a minimum for performance.

### **USE OF THE WORKBOOK**

The Probationary Sergeant Training Workbook is designed to be used by the supervising Lieutenant.

1. When the Lieutenant instructs or explains the task listed, the Lieutenant will initial the task and place the date in the appropriate column.
2. After the Lieutenant has demonstrated the task (where possible) to assure that the probationary sergeant understands the concept, the lieutenant again should initial and date the appropriate column.
3. If the probationary sergeant has been instructed in or learned a task from a fellow sergeant, the lieutenant may initial and date the appropriate column.
4. When the Lieutenant is satisfied that the probationary Sergeant has the necessary knowledge and ability to perform the task, that item in the workbook should be signed off by the lieutenant. Where possible, the probationary sergeant should demonstrate by performance that he/she has acquired the necessary knowledge and ability. The lieutenant may determine this by personal observation or through consultation with other sergeants.
5. Refer to the twenty-nine (29) categories listed for detailed explanations of each workbook task, defining required performance standards.
6. The lieutenant will complete the standard bureau monthly supervisory evaluation. The lieutenant will complete comments addressing progress in the various workbook categories. These comments will be attached to both the evaluation and the workbook.

# SERGEANT / PROBATIONARY SERGEANT TASK LIST

NAME: Sgt. MARSHMAN

D.P.S.S.T.# 25056

	Instructed by Lieutenant	Demonstrated by Lieutenant (If applicable)	Completed by Sergeant
1. Staffing			11-24-04 HJS
2. Scheduling			11-24-04 HJS
3. Leaves of Absence			12-17-04 HJS
4. Overtime			06-05 cu
5. Contract Administration			06-05-04 HJS
6. Travel Authorization			07-25-05 HJS
7. Limited Purchase Orders	06-05 cu		
8. Equipment Issuance / Maintenance			06-05 cu
9. Evidence Funds			05-02-05 HJS
10. Internal Investigations Complaint and Inquiry Process	10-09-04 HJS		
11. O.R.S. and City Code			06-05 cu
12. General Orders			06-05 cu
13. Routine Incident Tactical Supervision			06-05 cu

14. High Risk Incident Tactical Supervision			02-10-05 HJT
15. SERT/HNT Call-ups			01-10-05 HJT
16. Major Crime Scene Supervision			02-10-05 HJT
17. Vehicle Pursuit Supervision			01-24-05 HJT
18. Crowd Control Supervision			03-10-05 HJT
19. Incident Critiques / Debriefings			01-24-05 HJT
20. FTO Supervision			06-28-05
21. Probation Officer Supervision			06-28-05 HJT
22. Report Review			11-24-04 HJT
23. After Action Reports			12-03-05 HJT
24. Disability Reports	7-05 W		
25. Other Reports / Staff Work / Memoranda			12-03-05 HJT
26. Counseling, Performance Problems, and Communication			04-15-05 HJT
27. Operations and Detail Supervision and Communication			7-05 W
28. Employee Assistance			7-05 W
29. Training Opportunities / Employee Development	11-25-04 HJT		

# PERFORMANCE EVALUATION AND COUNSELING FORM

## SERGEANTS / SUPERVISORS

# 5

Name: Last, First, M.I. <b>MARSHMAN, MICHAEL W.</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Assessing Situations &amp; Judgment</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Laws / Procedures</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Command Responsibility &amp; Staff Work</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Supervisory Skills</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Demeanor Toward Job &amp; Co-Workers</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Communicating &amp; Dealing w/People</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Report/Document Procedures</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Observation &amp; Memory</div> </div> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 5px;">5</div> <div>Investigative Supervision</div> </div>
Prec/Division <b>EAST PRECINCT</b>	Shift	Assignment <b>UNIFORM</b>	
Evaluation Period <b>05/23/05 – 07/23/05</b>	Sick Time This Period <b>Ø</b>		
CIVIL SERVICE CLASSIFICATION  <b>SERGEANT</b>			
Reason for Evaluation (check one):			<b>Rating Scale</b> 5= Superior      2= Needs Improvement 4= Commendable      1= Unsatisfactory 3= Effective      N/O= Not Observed
<input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

**Supervisor's General Comments:** (Use other side if additional is needed)

*See attached sheet*

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

**Signature of Employee:**   
 (Signature indicates only that appraisal has been discussed with employee)

**Date:** 07-28-05

**Supervisor (Evaluator):** LT. Chris T. Ullman

**Date:** 7-28-05

**Reviewer:** A/Grdr M.W. King

**Date:** 072905

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### ASSESSING SITUATIONS AND JUDGMENT:

A supervisor must maintain good judgment in difficult situations, making effective decisions that are in line with acceptable police practices and policies. The supervisor should formulate plans to cope with dangerous situations – weighing acts that are likely to provoke an undesirable reaction or jeopardize an investigation.

The supervisor must grasp a situation or problem within a reasonable time and make a decision to effectively control or handle it. Usually, he/she will not allow a matter to take its course and handle problems as they develop. Decisions must be implemented with firm common sense in a timely manner.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Judgment and common sense in difficult situations.
0	0	0	0	0	0	Performance in field direction and control.
0	0	0	0	0	0	Attention to pertinent details.
0	0	0	0	0	0	Timely decision making.
0	0	0	0	0	0	Effective use of resources and support units.

5.0

Composite Evaluation for ASSESSING SITUATIONS AND JUDGMENT

### KNOWLEDGE OF LAWS AND PROCEDURES:

A supervisor must have a good up-to-date working knowledge of Bureau procedures, City ordinances, County, State and Federal laws/procedures and see that subordinates comply with all laws/procedures. Understanding and translating the intent of laws/procedures is an important attribute for any supervisor.

Communication of criminal laws or investigative procedures to citizens, suspects or other officers will always be concise, effectively giving the listener guidelines for the situation at hand.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Knowledge and understanding of laws/procedures.
0	0	0	0	0	0	Supervisor's compliance with procedures and policies.
0	0	0	0	0	0	Communicating laws/procedures to citizens, suspects and others.
0	0	0	0	0	0	Understanding and adherence to provisions of Labor Contract.

5.0

Composite Evaluation for LAWS / PROCEDURES

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### COMMAND RESPONSIBILITY AND STAFF WORK:

A supervisor should: Appropriately assign personnel and plan activities, show fairness and impartiality in evaluating performance, willingly accept responsibility and not hesitate to make decisions when the situation requires immediate action. A supervisor must understand problems unique to the precinct or division.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Assigning and planning.
0	0	0	0	0	0	Evaluating performance.
0	0	0	0	0	0	Administrative decision making.
0	0	0	0	0	0	Accepting responsibility.
0	0	0	0	0	0	Knowledge of precinct/division problems, goals and objectives.

5.0

Composite Evaluation for COMMAND RESPONSIBILITY AND STAFF WORK

### SUPERVISORY SKILLS:

Supervisory techniques vary greatly so the evaluator must also consider resultant effectiveness or productivity. In general, the supervisor trains and develops subordinates, delegates responsibility appropriately, motivates by example, moves employees toward bureau goals and objectives, encourages initiative, is respected as being fair and impartial, demonstrates concern for Bureau police, adapts to change and retrain personnel.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Disciplinary control.
0	0	0	0	0	0	Trains and develops subordinates.
0	0	0	0	0	0	Delegates responsibility appropriately.
0	0	0	0	0	0	Fairness and impartiality.
0	0	0	0	0	0	Enforces Bureau policy.
0	0	0	0	0	0	Coordinates subordinates activities.

5.0

Composite Evaluation for APPROACH TO WORK

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### DEMEANOR TOWARD JOB AND CO-WORKER:

A supervisor should display a professional attitude regardless of assignment. Bureau equipment or vehicles should be treated with care and properly maintained. Willingness should be demonstrated to assist officers and investigators. The supervisor should show logic and initiative in readjusting the priorities of changing workloads. Self motivation should be exhibited in recognition and resolution of problems. Appropriate appearance, personal hygiene and physical condition will be maintained.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Maintaining Bureau equipment.
0	0	0	0	0	0	Personal appearance, hygiene and physical condition.
0	0	0	0	0	0	Assists others.
0	0	0	0	0	0	Takes direction, responds to authority.

5.0

Composite Evaluation for DEMEANOR TOWARD JOB AND CO-WORKERS

### COMMUNICATING AND DEALING WITH PEOPLE:

Demonstrates effective person-to-person communication skills. Shows appropriate self control and authority at stressful and volatile situations. Is open to others. Inspires a feeling of concern for the problem at hand. Does not overreact to verbal abuse or pressure from suspects or others. Interview (of witnesses) and interrogation (of suspects) should be calculated to produce the most useful information.

Courtroom testimony will always be accurate, complete, clear and concise. Courtroom demeanor or any professional interaction with persons in any other part of the criminal justice system must always be in the interest of justice and the integrity of the Portland Police Bureau.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Use of appropriate language, tone and approach.
0	0	0	0	0	0	Clear and concise, understood by individuals or groups.
0	0	0	0	0	0	Gains relevant information by interviewing and interrogating.
0	0	0	0	0	0	Communication skills in potentially volatile situations.
0	0	0	0	0	0	Ability to respond to inquiries and complaints.

5.0

Composite Evaluation for COMMUNICATING AND DEALING WITH PEOPLE



# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### REPORT WRITING AND SCREENING:

A supervisor must write reports and also approve reports submitted by subordinates. This requires writing skills and the ability to train others in this art. Handwriting must be neat and easily read. Information must flow rationally. The reader must clearly understand all facts and information contained in the report. Spelling, grammar and punctuation must be correct. Reports will contain needed information, correctly reflect events, facts and relevant information without utilizing excess verbiage. Reports must be completed without undue delay and submitted for timely review to the appropriate supervisor.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Communications adequate in depth and organization.
0	0	0	0	0	0	Accuracy in grammar, spelling and neatness.
0	0	0	0	0	0	Evaluates reports correctly.
0	0	0	0	0	0	Takes action on improper or inaccurate reports.
0	0	0	0	0	0	Timely processing.

5.0

Composite Evaluation for REPORT WRITING AND SCREENING

### OBSERVATION, MEMORY AND ASSIGNMENT DEPENDABILITY:

Street names, major buildings and businesses, resources and public service agencies within the supervisor's area should be well known. Possesses a good awareness of past and current crime conditions on all shifts within his/her geographical jurisdiction. Familiar with names, addresses and vehicles of major criminals in the area. Alert to activities suggesting active or potential crime problems. Updated on major wanted felons likely to be in the area. Known to immediate superior as a supervisor who expeditiously and tactfully resolves assigned tasks.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Knowledge of precinct/metropolitan area
0	0	0	0	0	0	Recall and recognize names, addresses, vehicles, etc.
0	0	0	0	0	0	Alert to suspicious activities.
0	0	0	0	0	0	Knowledge of wanted persons and criminal activity.
0	0	0	0	0	0	Satisfactorily completes assigned tasks.

5.0

Composite Evaluation for OBSERVATION, MEMORY & ASSIGNMENT DEPENDABILITY

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### INVESTIGATIVE SUPERVISION (INCLUDING INTERNAL AFFAIRS ISSUES):

A supervisor must be able to recognize items of evidence and evaluate the importance, composition and usefulness. Once evidence is identified it must be handled utilizing correct Bureau and judicial guidelines without being tainted, damaged or lost. Accountability must be maintained for eventual court presentation.

A supervisor must be able to identify a crime scene and establish pertinent boundaries. Control of evidence, witnesses and other factors must be maintained until the investigation is complete.

Proper questions should be asked which further the purpose of the investigation and facilitate development of pertinent information. The supervisor must employ appropriate investigative curiosity to look beyond the obvious.

A supervisor will maintain a broad viewpoint and must avoid premature conclusions, particularly when an Internal Affairs involvement is possible.

Familiarity should be demonstrated with resources and outside agencies which can be contacted for assistance. He/she should know what services are available from the Crime Lab, Criminalistics and other support services.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Recognizes and evaluates evidence.
0	0	0	0	0	0	Familiar with sources of information.
0	0	0	0	0	0	Effective on-scene investigation supervision.
0	0	0	0	0	0	Objective/open-minded.
0	0	0	0	0	0	Makes appropriate recommendations.

5.0

Composite Evaluation for INVESTIGATIVE SUPERVISION

**PERFORMANCE EVALUATION AND COUNSELING FORM**  
**SUPERVISORY LEVEL OPERATIONS BRANCH**

Sergeant Michael Marshman

#25056

05-24-05 / 07-23-05

**SUPERVISOR'S COMMENTS:**

On June 30, 2005 I was assigned the role and responsibilities as the afternoon relief lieutenant for East Precinct. I am very familiar and comfortable in evaluating the past performance of Sergeant Marshman because of the exposure that I have had observing his development as a supervisory sergeant over the past 10 months that he has been here at East Precinct while I was the night relief lieutenant.

Sergeant Marshman has been given the role and responsibilities as the scheduling sergeant for afternoon relief since the fall of last year. Sergeant Marshman has done an excellent job writing and making adjustments to daily schedules and I applaud his ability to do so without making any errors in the schedules. (A very hard task to do) Sergeant Marshman has a very good working knowledge of the PPA contract and how it affects his ability to adjust and or move officers around on the schedule due to vacations, missions, shift trades, overtime and sick related issues. Sergeant Marshman has passed the learning curve of writing schedules and I continue to assign him the job because of his ability and not because he needs to learn the skills.

Sergeant Marshman has a very strong command presence about him that is very evident in the way he takes control of and conducts roll calls. Sergeant Marshman is very good at running time efficient roll calls. Sergeant Marshman prepares for roll calls in advance and knows exactly what information he wants to disseminate to the officers without thumbing through and reading information out of the box. Sergeant Marshman is very conscientious when it comes to time management and the deployment and quitting time for the officers and he holds his relief accountable.

Sergeant Marshman has a clear understanding of his supervisory role. Sergeant Marshman spends a lot of his time monitoring the radio traffic and responds to various calls to assist officers on a regular basis without being asked. Sergeant Marshman is good at this because he is out on the street regularly. Sergeant Marshman performs at the level of a seasoned supervisory sergeant and not as a probationary sergeant. Sergeant Marshman has such a fine working knowledge and application of the role and responsibilities of police sergeant that I would not hesitate for a moment making him the acting lieutenant for the relief during my absence.

One of Sergeant Marshman's best attributes is his ability and willingness to seek out the correct answers to questions that come up that he does not have the answer for. Sergeant Marshman does not wait around to be given direction but rather takes the lead and does what he believes is right without having to always ask or check with his superior or peers to make sure that what he is doing is right. During the past years I have had the opportunity to manage both senior and probationary sergeants and it is very refreshing to see that Sergeant Marshman's decision making skills are top notch and exactly what the police bureau expects from supervisors.

Sergeant Marshman does a good job dealing with administrative tasks. I have reviewed after action reports as well as inter-office memos that pertain to personnel issues that Sergeant Marshman has written and I have not found any significant deficiencies in any of his reports. Sergeant Marshman has a good sense about him and he knows which personnel issues require

written documents and which ones do not. Sergeant Marshman keeps me informed and he makes the right decisions when it comes to personnel matters.

Sergeant Marshman has been instrumental in helping to develop the relief morale by taking the time to show the officers that he cares about them through his everyday work ethic. Officers on the relief have told me that they appreciate Sergeant Marshman and that his leadership style is one that they are comfortable to work under. Several officers have told me that Sergeant Marshman is stern but fair and that they appreciate the fact that they know what he is about and where he is coming from.

Sergeant Marshman has done a good job keeping myself as well as the precinct commander and the assistant chief informed on all major operational issues that occur in East Precinct. Sergeant Marshman writes very thorough email updates and they are done in a timely manner.

Sergeant Marshman has completed every assignment that I have asked him to do well before the due date. Sergeant Marshman is doing a very fine job as a supervisory sergeant for East Precinct.

#### **DEVELOPMENT ACTIVITIES:**

Sergeant Marshman's prior experience as an acting sergeant and his personal work ethic and high work standard continues to show on a regular basis. Sergeant Marshman has worked with officers on several overlap missions and has had to modify these missions as needed. The overlap missions that we run are one of several methods that we use at East Precinct to combat crime issues and ultimately lower the crime rate. These missions have been successful and we will continue to run these missions as staffing permits. I believe that these missions are only as successful as they are because of the supervisor leading the charge. I will continue to encourage and support Sergeant Marshman as he gives direction to the officers working these missions.

Sergeant Marshman has been assigned the responsibility of working with community members from the Hazelwood area on their Weed and Seed Grant application. Sergeant Marshman will be working on putting together crime strategies for the group and he will be the liaison between East Precinct and the Hazelwood association as they continue their quest for their Weed and Seed Grant.

Sergeant Marshman is developing a program that will help support the district officers by freeing them up more from taking shoplift calls. This project has many facets to it and part of the strategies will encompass the support and buy off from the PPA as well as the Multnomah County District Attorney's Office and the Chief's Office. Sergeant Marshman is working closely with our in house DDA as well as NRT officers and PPA union representatives. I am hopeful that this project will someday be implemented across the bureau.

I have been working with Sergeant Marshman on his supervisory handbook and we have almost completed it. I am optimistic that it will be completed on time before the end of Sergeant Marshman's probationary period. I hope to have the chance to ride in a car with Sergeant Marshman a few times before the next evaluation is due. I will continue to monitor and assist Sergeant Marshman on a regular basis with his supervisory development.

# PERFORMANCE EVALUATION AND COUNSELING FORM

## SERGEANTS / SUPERVISORS #4

Name: Last, First, M.I. <b>Marshman Michael W.</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b> <u>5</u> Assessing Situations & Judgment <u>5</u> Laws / Procedures <u>5</u> Command Responsibility & Staff Work <u>5</u> Supervisory Skills <u>5</u> Demeanor Toward Job & Co-Workers <u>5</u> Communicating & Dealing w/People <u>5</u> Report/Document Procedures <u>5</u> Observation & Memory <u>5</u> Investigative Supervision  <b>Rating Scale</b> A = Acceptable    I = Needs Improvement U = Unacceptable    N/O = Not Observed
Prec/Division <b>East Precinct</b>	Shift <b>A</b>	Assignment <b>UNIFORM</b>	
Evaluation Period <b>05-23-05 TO 07-23-05</b>		Sick Time This Period <b>0</b>	
CIVIL SERVICE CLASSIFICATION  <b>SERGEANT</b>			
Reason for Evaluation (check one): <input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

**Supervisor's General Comments:** (Use other side if additional is needed)

SEE ATTACHED

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

SEE ATTACHED

Signature of Employee:   
(Signature indicates only that appraisal has been discussed with employee)

Date: **7/28/05**

Supervisor (Evaluator): **LT Nancy Jackson #9556**

Date: **07-26-05**

Reviewer: **A/CHDR M.W. King**

Date: **072905**

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### ASSESSING SITUATIONS AND JUDGMENT:

A supervisor must maintain good judgment in difficult situations, making effective decisions that are in line with acceptable police practices and policies. The supervisor should formulate plans to cope with dangerous situations – weighing acts that are likely to provoke an undesirable reaction or jeopardize an investigation.

The supervisor must grasp a situation or problem within a reasonable time and make a decision to effectively control or handle it. Usually, he/she will not allow a matter to take its course and handle problems as they develop. Decisions must be implemented with firm common sense in a timely manner.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Judgment and common sense in difficult situations.
0	0	0	0	Performance in field direction and control.
0	0	0	0	Attention to pertinent details.
0	0	0	0	Timely decision making.
0	0	0	0	Effective use of resources and support units.

\_\_\_\_\_ Composite Evaluation for ASSESSING SITUATIONS AND JUDGMENT

### KNOWLEDGE OF LAWS AND PROCEDURES:

A supervisor must have a good up-to-date working knowledge of Bureau procedures, City ordinances, County, State and Federal laws/procedures and see that subordinates comply with all laws/procedures. Understanding and translating the intent of laws/procedures is an important attribute for any supervisor.

Communication of criminal laws or investigative procedures to citizens, suspects or other officers will always be concise, effectively giving the listener guidelines for the situation at hand.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Knowledge and understanding of laws/procedures.
0	0	0	0	Supervisor's compliance with procedures and policies.
0	0	0	0	Communicating laws/procedures to citizens, suspects and others.
0	0	0	0	Understanding and adherence to provisions of Labor Contract.

\_\_\_\_\_ Composite Evaluation for LAWS / PROCEDURES

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### COMMAND RESPONSIBILITY AND STAFF WORK:

A supervisor should: Appropriately assign personnel and plan activities, show fairness and impartiality in evaluating performance, willingly accept responsibility and not hesitate to make decisions when the situation requires immediate action. A supervisor must understand problems unique to the precinct or division.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Assigning and planning.
0	0	0	0	Evaluating performance.
0	0	0	0	Administrative decision making.
0	0	0	0	Accepting responsibility.
0	0	0	0	Knowledge of precinct/division problems, goals and objectives.

\_\_\_\_\_ Composite Evaluation for COMMAND RESPONSIBILITY AND STAFF WORK

### SUPERVISORY SKILLS:

Supervisory techniques vary greatly so the evaluator must also consider resultant effectiveness or productivity. In general, the supervisor trains and develops subordinates, delegates responsibility appropriately, motivates by example, moves employees toward bureau goals and objectives, encourages initiative, is respected as being fair and impartial, demonstrates concern for Bureau police, adapts to change and retrain personnel.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Disciplinary control.
0	0	0	0	Trains and develops subordinates.
0	0	0	0	Delegates responsibility appropriately.
0	0	0	0	Fairness and impartiality.
0	0	0	0	Enforces Bureau policy.
0	0	0	0	Coordinates subordinates activities.

\_\_\_\_\_ Composite Evaluation for APPROACH TO WORK

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### DEMEANOR TOWARD JOB AND CO-WORKER:

A supervisor should display a professional attitude regardless of assignment. Bureau equipment or vehicles should be treated with care and properly maintained. Willingness should be demonstrated to assist officers and investigators. The supervisor should show logic and initiative in readjusting the priorities of changing workloads. Self motivation should be exhibited in recognition and resolution of problems. Appropriate appearance, personal hygiene and physical condition will be maintained.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Maintaining Bureau equipment.
0	0	0	0	Personal appearance, hygiene and physical condition.
0	0	0	0	Assists others.
0	0	0	0	Takes direction, responds to authority.

\_\_\_\_\_ Composite Evaluation for DEMEANOR TOWARD JOB AND CO-WORKERS

### COMMUNICATING AND DEALING WITH PEOPLE:

Demonstrates effective person-to-person communication skills. Shows appropriate self control and authority at stressful and volatile situations. Is open to others. Inspires a feeling of concern for the problem at hand. Does not overreact to verbal abuse or pressure from suspects or others. Interview (of witnesses) and interrogation (of suspects) should be calculated to produce the most useful information.

Courtroom testimony will always be accurate, complete, clear and concise. Courtroom demeanor or any professional interaction with persons in any other part of the criminal justice system must always be in the interest of justice and the integrity of the Portland Police Bureau.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Use of appropriate language, tone and approach.
0	0	0	0	Clear and concise, understood by individuals or groups.
0	0	0	0	Gains relevant information by interviewing and interrogating.
0	0	0	0	Communication skills in potentially volatile situations.
0	0	0	0	Ability to respond to inquiries and complaints.

\_\_\_\_\_ Composite Evaluation for COMMUNICATING AND DEALING WITH PEOPLE



# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### REPORT WRITING AND SCREENING:

A supervisor must write reports and also approve reports submitted by subordinates. This requires writing skills and the ability to train others in this art. Handwriting must be neat and easily read. Information must flow rationally. The reader must clearly understand all facts and information contained in the report. Spelling, grammar and punctuation must be correct. Reports will contain needed information, correctly reflect events, facts and relevant information without utilizing excess verbiage. Reports must be completed without undue delay and submitted for timely review to the appropriate supervisor.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Communications adequate in depth and organization.
0	0	0	0	Accuracy in grammar, spelling and neatness.
0	0	0	0	Evaluates reports correctly.
0	0	0	0	Takes action on improper or inaccurate reports.
0	0	0	0	Timely processing.

\_\_\_\_\_ Composite Evaluation for REPORT WRITING AND SCREENING

### OBSERVATION, MEMORY AND ASSIGNMENT DEPENDABILITY:

Street names, major buildings and businesses, resources and public service agencies within the supervisor's area should be well known. Possesses a good awareness of past and current crime conditions on all shifts within his/her geographical jurisdiction. Familiar with names, addresses and vehicles of major criminals in the area. Alert to activities suggesting active or potential crime problems. Updated on major wanted felons likely to be in the area. Known to immediate superior as a supervisor who expeditiously and tactfully resolves assigned tasks.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Knowledge of precinct/metropolitan area
0	0	0	0	Recall and recognize names, addresses, vehicles, etc.
0	0	0	0	Alert to suspicious activities.
0	0	0	0	Knowledge of wanted persons and criminal activity.
0	0	0	0	Satisfactorily completes assigned tasks.

\_\_\_\_\_ Composite Evaluation for OBSERVATION, MEMORY & ASSIGNMENT DEPENDABILITY

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### INVESTIGATIVE SUPERVISION (INCLUDING INTERNAL AFFAIRS ISSUES):

A supervisor must be able to recognize items of evidence and evaluate the importance, composition and usefulness. Once evidence is identified it must be handled utilizing correct Bureau and judicial guidelines without being tainted, damaged or lost. Accountability must be maintained for eventual court presentation.

A supervisor must be able to identify a crime scene and establish pertinent boundaries. Control of evidence, witnesses and other factors must be maintained until the investigation is complete.

Proper questions should be asked which further the purpose of the investigation and facilitate development of pertinent information. The supervisor must employ appropriate investigative curiosity to look beyond the obvious.

A supervisor will maintain a broad viewpoint and must avoid premature conclusions, particularly when an Internal Affairs involvement is possible.

Familiarity should be demonstrated with resources and outside agencies which can be contacted for assistance. He/she should know what services are available from the Crime Lab, Criminalistics and other support services.

<u>A</u>	<u>I</u>	<u>U</u>	<u>N/O</u>	<u>Performance Criteria:</u>
0	0	0	0	Recognizes and evaluates evidence.
0	0	0	0	Familiar with sources of information.
0	0	0	0	Effective on-scene investigation supervision.
0	0	0	0	Objective/open-minded.
0	0	0	0	Makes appropriate recommendations.
<hr/>				Composite Evaluation for <u>INVESTIGATIVE SUPERVISION</u>

PERFORMANCE EVALUATION AND COUNSELING FORM  
Supervisory Level Operations Branch

Sergeant Michael Marshman #25056

**Evaluation #4**

From 05-23-05 To 07-23-05

**Supervisor's Comments**

I have supervised and evaluated Sergeant Marshman approximately nine months. During this fourth evaluation period, Sergeant Marshman has advanced and continues to perform at a level that far exceeds acceptable. Sergeant Marshman has maintained a rating level of "five" or superior. I have had less contact with Sergeant Marshman during this period but the contacts were of quality. My tenure at East Precinct was cut short when I was transferred to Northeast Precinct within a week. My vacation plans at East Precinct were cancelled. Sergeant Marshman was my choice to substitute as my Acting Lieutenant from July 1, 2005, through July 30, 2005, during my vacation. Sergeant Marshman was my Junior Sergeant, but the most qualified administratively and tactfully. After my transfer, I'm not sure if Sergeant Marshman ever officially filled the position, but I have no doubt that he has done or will do a good job.

During this evaluation period, Sergeant Marshman continued as my Administrative Sergeant. His job became more of a challenge as the overlap time of afternoon and night shifts was used daily as a time to conduct missions. These missions targeted pre-selected problem locations that received extra attention from a combination of afternoon and night shift officers. The coordination of both shifts required the consideration of each with their personnel shortages and overtime restraints. Sergeant Marshman was always a week ahead, using the tools of flexibility and coordination in his management of any upcoming detail.

Sergeant Marshman was always conscience of policy violations and kept me apprised through a memo. During this evaluation period, Sergeant Marshman followed up on a sick time abuse problem. Sergeant Marshman brought to my attention a continued violation of a recent agreement and remedy of a sick time abuse agreement. This violation was conveyed to me through a memo stating that the officer on sick time abuse probation (again) had violated the agreement. Sergeant Marshman's timely observation of this act aided in the prevention of a continued violation and the failure of supervision to respond immediately.

It has been a pleasure to work with and supervise Sergeant Marshman. He has a "can do" attitude that makes supervision easy. In my interactions with Sgt. Marshman, he maintained a good attitude toward his job and personnel. I have talked to Lieutenant Uehara regarding the last two months of Sergeant Marshman's probationary evaluation. Lieutenant Uehara is aware of the status of Sergeant Marshman and what is needed in the next two months to complete the evaluation process.

**Developmental Activities**

Sergeant Marshman has demonstrated that he is aware of the need to continually develop as he proceeds through his career. Sergeant Marshman has demonstrated this by being proactive in addressing issues that need to be addressed before they become a problem. Sergeant Marshman has made this a practice regarding his developmental activities. During my time of supervising Sergeant Marshman, I have found no issues that need to be addressed.

# PERFORMANCE EVALUATION AND COUNSELING FORM

## SERGEANTS / SUPERVISORS #3

Name: Last, First, M.I. <b>MARSHMAN, MICHAEL W.</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b> <u>4</u> Assessing Situations & Judgment <u>4</u> Laws / Procedures <u>5</u> Command Responsibility & Staff Work <u>5</u> Supervisory Skills <u>5</u> Demeanor Toward Job & Co-Workers <u>5</u> Communicating & Dealing w/People <u>5</u> Report/Document Procedures <u>5</u> Observation & Memory <u>4</u> Investigative Supervision <b>Rating Scale</b> 5= Superior      2= Needs Improvement 4= Commendable      1= Unsatisfactory 3= Effective      N/O= Not Observed
Prec/Division <b>EAST PRECINCT</b>	Shift	Assignment	
Evaluation Period <b>01/23/05 TO 03/23/05</b>		Sick Time This Period	
CIVIL SERVICE CLASSIFICATION  <b>SERGEANT</b>			
Reason for Evaluation (check one): <input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

**Supervisor's General Comments:** (Use other side if additional is needed)

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

**Signature of Employee:** \_\_\_\_\_  
(Signature indicates only that appraisal has been discussed with employee)

**Date:** \_\_\_\_\_

**Supervisor (Evaluator):** LT Mary Jackson

**Date:** 04-18-05

**Reviewer:** [Signature]

**Date:** 041805



# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### ASSESSING SITUATIONS AND JUDGMENT:

A supervisor must maintain good judgment in difficult situations, making effective decisions that are in line with acceptable police practices and policies. The supervisor should formulate plans to cope with dangerous situations – weighing acts that are likely to provoke an undesirable reaction or jeopardize an investigation.

The supervisor must grasp a situation or problem within a reasonable time and make a decision to effectively control or handle it. Usually, he/she will not allow a matter to take its course and handle problems as they develop. Decisions must be implemented with firm common sense in a timely manner.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Judgment and common sense in difficult situations.
0	0	0	0	0	0	Performance in field direction and control.
0	0	0	0	0	0	Attention to pertinent details.
0	0	0	0	0	0	Timely decision making.
0	0	0	0	0	0	Effective use of resources and support units.

4

Composite Evaluation for ASSESSING SITUATIONS AND JUDGMENT

### KNOWLEDGE OF LAWS AND PROCEDURES:

A supervisor must have a good up-to-date working knowledge of Bureau procedures, City ordinances, County, State and Federal laws/procedures and see that subordinates comply with all laws/procedures. Understanding and translating the intent of laws/procedures is an important attribute for any supervisor.

Communication of criminal laws or investigative procedures to citizens, suspects or other officers will always be concise, effectively giving the listener guidelines for the situation at hand.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Knowledge and understanding of laws/procedures.
0	0	0	0	0	0	Supervisor's compliance with procedures and policies.
0	0	0	0	0	0	Communicating laws/procedures to citizens, suspects and others.
0	0	0	0	0	0	Understanding and adherence to provisions of Labor Contract.

4

Composite Evaluation for LAWS / PROCEDURES

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### COMMAND RESPONSIBILITY AND STAFF WORK:

A supervisor should: Appropriately assign personnel and plan activities, show fairness and impartiality in evaluating performance, willingly accept responsibility and not hesitate to make decisions when the situation requires immediate action. A supervisor must understand problems unique to the precinct or division.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Assigning and planning.
0	0	0	0	0	0	Evaluating performance.
0	0	0	0	0	0	Administrative decision making.
0	0	0	0	0	0	Accepting responsibility.
0	0	0	0	0	0	Knowledge of precinct/division problems, goals and objectives.

5

Composite Evaluation for COMMAND RESPONSIBILITY AND STAFF WORK

### SUPERVISORY SKILLS:

Supervisory techniques vary greatly so the evaluator must also consider resultant effectiveness or productivity. In general, the supervisor trains and develops subordinates, delegates responsibility appropriately, motivates by example, moves employees toward bureau goals and objectives, encourages initiative, is respected as being fair and impartial, demonstrates concern for Bureau police, adapts to change and retrain personnel.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Disciplinary control.
0	0	0	0	0	0	Trains and develops subordinates.
0	0	0	0	0	0	Delegates responsibility appropriately.
0	0	0	0	0	0	Fairness and impartiality.
0	0	0	0	0	0	Enforces Bureau policy.
0	0	0	0	0	0	Coordinates subordinates activities.

5

Composite Evaluation for APPROACH TO WORK

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### DEMEANOR TOWARD JOB AND CO-WORKER:

A supervisor should display a professional attitude regardless of assignment. Bureau equipment or vehicles should be treated with care and properly maintained. Willingness should be demonstrated to assist officers and investigators. The supervisor should show logic and initiative in readjusting the priorities of changing workloads. Self motivation should be exhibited in recognition and resolution of problems. Appropriate appearance, personal hygiene and physical condition will be maintained.

N/O	5	4	3	2	1	Performance Criteria:
0	5	0	0	0	0	Maintaining Bureau equipment.
0	5	0	0	0	0	Personal appearance, hygiene and physical condition.
0	5	0	0	0	0	Assists others.
0	5	0	0	0	0	Takes direction, responds to authority.

5

Composite Evaluation for DEMEANOR TOWARD JOB AND CO-WORKERS

### COMMUNICATING AND DEALING WITH PEOPLE:

Demonstrates effective person-to-person communication skills. Shows appropriate self control and authority at stressful and volatile situations. Is open to others. Inspires a feeling of concern for the problem at hand. Does not overreact to verbal abuse or pressure from suspects or others. Interview (of witnesses) and interrogation (of suspects) should be calculated to produce the most useful information.

Courtroom testimony will always be accurate, complete, clear and concise. Courtroom demeanor or any professional interaction with persons in any other part of the criminal justice system must always be in the interest of justice and the integrity of the Portland Police Bureau.

N/O	5	4	3	2	1	Performance Criteria:
0	5	0	0	0	0	Use of appropriate language, tone and approach.
0	5	0	0	0	0	Clear and concise, understood by individuals or groups.
0	5	0	0	0	0	Gains relevant information by interviewing and interrogating.
0	5	0	0	0	0	Communication skills in potentially volatile situations.
0	5	0	0	0	0	Ability to respond to inquiries and complaints.

5

Composite Evaluation for COMMUNICATING AND DEALING WITH PEOPLE

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### REPORT WRITING AND SCREENING:

A supervisor must write reports and also approve reports submitted by subordinates. This requires writing skills and the ability to train others in this art. Handwriting must be neat and easily read. Information must flow rationally. The reader must clearly understand all facts and information contained in the report. Spelling, grammar and punctuation must be correct. Reports will contain needed information, correctly reflect events, facts and relevant information without utilizing excess verbiage. Reports must be completed without undue delay and submitted for timely review to the appropriate supervisor.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Communications adequate in depth and organization.
0	0	0	0	0	0	Accuracy in grammar, spelling and neatness.
0	0	0	0	0	0	Evaluates reports correctly.
0	0	0	0	0	0	Takes action on improper or inaccurate reports.
0	0	0	0	0	0	Timely processing.

5

Composite Evaluation for REPORT WRITING AND SCREENING

### OBSERVATION, MEMORY AND ASSIGNMENT DEPENDABILITY:

Street names, major buildings and businesses, resources and public service agencies within the supervisor's area should be well known. Possesses a good awareness of past and current crime conditions on all shifts within his/her geographical jurisdiction. Familiar with names, addresses and vehicles of major criminals in the area. Alert to activities suggesting active or potential crime problems. Updated on major wanted felons likely to be in the area. Known to immediate superior as a supervisor who expeditiously and tactfully resolves assigned tasks.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Knowledge of precinct/metropolitan area
0	0	0	0	0	0	Recall and recognize names, addresses, vehicles, etc.
0	0	0	0	0	0	Alert to suspicious activities.
0	0	0	0	0	0	Knowledge of wanted persons and criminal activity.
0	0	0	0	0	0	Satisfactorily completes assigned tasks.

5

Composite Evaluation for OBSERVATION, MEMORY & ASSIGNMENT DEPENDABILITY



# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### INVESTIGATIVE SUPERVISION (INCLUDING INTERNAL AFFAIRS ISSUES):

A supervisor must be able to recognize items of evidence and evaluate the importance, composition and usefulness. Once evidence is identified it must be handled utilizing correct Bureau and judicial guidelines without being tainted, damaged or lost. Accountability must be maintained for eventual court presentation.

A supervisor must be able to identify a crime scene and establish pertinent boundaries. Control of evidence, witnesses and other factors must be maintained until the investigation is complete.

Proper questions should be asked which further the purpose of the investigation and facilitate development of pertinent information. The supervisor must employ appropriate investigative curiosity to look beyond the obvious.

A supervisor will maintain a broad viewpoint and must avoid premature conclusions, particularly when an Internal Affairs involvement is possible.

Familiarity should be demonstrated with resources and outside agencies which can be contacted for assistance. He/she should know what services are available from the Crime Lab, Criminalistics and other support services.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Recognizes and evaluates evidence.
0	0	0	0	0	0	Familiar with sources of information.
0	0	0	0	0	0	Effective on-scene investigation supervision.
0	0	0	0	0	0	Objective/open-minded.
0	0	0	0	0	0	Makes appropriate recommendations.

4

Composite Evaluation for INVESTIGATIVE SUPERVISION

# PERFORMANCE EVALUATION AND COUNSELING FORM

Supervisory Level Operations Branch

Sergeant Michael Marshman #25056

From 01-23-05 To 03-23-05

## **Supervisor's Comments**

Sergeant Marshman continues to improve during this evaluation period. Sergeant Marshman's days off changed during this evaluation period and we have two days in common. Having only two days in common, my observation time is limited. I make a special effort to cover his progress as well as shift concerns in a weekly briefing with him. Sergeant Marshman has maintained his effectiveness as a supervisor and keeps me informed on all incidents that occur on the shift.

On Monday January 24, 2005, Sergeant Marshman and I were talking in the Lieutenant's officer when The US Marshals Office initiated a pursuit in East Precinct. Sergeant Marshman advised that he would be monitoring the pursuit in a timely manner. I monitored Sergeant Marshman's performance. This was a unique pursuit because an outside agency was the initiator. The pursuit entered our precinct and jurisdiction, and assistance was requested from The Portland Police Bureau's East Precinct.

Sergeant Marshman was familiar with our pursuit policy (630.05) The Metropolitan Interagency Pursuit Agreement as it applied to an outside agency that enter another jurisdiction. Sergeant Marshman exhibited confidence, authority and the ability to make a decision in spite of some opposition from the Marshal's Officer. Sergeant Marshman was timely in summing up his decision to terminate the pursuit.

Sergeant Marshman requested the pursuit speeds. Speeds were stated to be 80 Mph. Sergeant Marshman asked the primary pursuer what charges they had, type of vehicle he was operating, the answer was a big Chevy truck. Sergeant Marshman quickly equated the truck with no overhead lights, speeds of 80 Mph, going through red lights, suspect was known to the pursuer, and the pursuer was not familiar with our policies, and terminated the pursuit.

Sergeant Marshman continues to demonstrate his ability to perform as a competent, supervisor and has earned the respect of his fellow sergeants and the officers that he supervises.

## **Developmental Activities.**

Lately, Sergeant Marshman has been in position to assist, observe and take charge of in serious crime scenes such as officer involved uses of force. Sergeant Marshman has had the opportunity to work with other command staff in the mobile precinct. It is refreshing to supervise Sergeant Marshman and experience his positive and can do attitude.

# PERFORMANCE EVALUATION AND COUNSELING FORM

## SERGEANTS / SUPERVISORS #2

Name: Last, First, M.I. <b>MARSHMAN, MICHAEL W.</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b>	
Prec/Division <b>EAST PRECINCT</b>	Shift	Assignment	<u>4</u>	Assessing Situations & Judgment
Evaluation Period <b>11/23/04 TO 01/23/05</b>	Sick Time This Period		<u>5</u>	Command Responsibility & Staff Work
CIVIL SERVICE CLASSIFICATION <b>SERGEANT</b>			<u>4</u>	Supervisory Skills
Reason for Evaluation (check one):			<u>5</u>	Demeanor Toward Job & Co-Workers
<input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			<u>4</u>	Communicating & Dealing w/People
			<u>5</u>	Report/Document Procedures
			<u>4</u>	Observation & Memory
			<u>4</u>	Investigative Supervision
			<b>Rating Scale</b> 5= Superior      2= Needs Improvement 4= Commendable      1= Unsatisfactory 3= Effective      N/O= Not Observed	

**Supervisor's General Comments:** (Use other side if additional is needed)

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

Signature of Employee: MW Marshman  
 (Signature indicates only that appraisal has been discussed with employee)

Date: 2/2/05

Supervisor (Evaluator): LT David Jackson

Date: 2/2/05

Reviewer:

CMDR. GREG S. HENDRICKS  
 #9500

Date: 02/05/05

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### ASSESSING SITUATIONS AND JUDGMENT:

A supervisor must maintain good judgment in difficult situations, making effective decisions that are in line with acceptable police practices and policies. The supervisor should formulate plans to cope with dangerous situations – weighing acts that are likely to provoke an undesirable reaction or jeopardize an investigation.

The supervisor must grasp a situation or problem within a reasonable time and make a decision to effectively control or handle it. Usually, he/she will not allow a matter to take its course and handle problems as they develop. Decisions must be implemented with firm common sense in a timely manner.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Judgment and common sense in difficult situations.
0	0	0	0	0	0	Performance in field direction and control.
0	0	0	0	0	0	Attention to pertinent details.
0	0	0	0	0	0	Timely decision making.
0	0	0	0	0	0	Effective use of resources and support units.

4

Composite Evaluation for ASSESSING SITUATIONS AND JUDGMENT

### KNOWLEDGE OF LAWS AND PROCEDURES:

A supervisor must have a good up-to-date working knowledge of Bureau procedures, City ordinances, County, State and Federal laws/procedures and see that subordinates comply with all laws/procedures. Understanding and translating the intent of laws/procedures is an important attribute for any supervisor.

Communication of criminal laws or investigative procedures to citizens, suspects or other officers will always be concise, effectively giving the listener guidelines for the situation at hand.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Knowledge and understanding of laws/procedures.
0	0	0	0	0	0	Supervisor's compliance with procedures and policies.
0	0	0	0	0	0	Communicating laws/procedures to citizens, suspects and others.
0	0	0	0	0	0	Understanding and adherence to provisions of Labor Contract.

4

Composite Evaluation for LAWS / PROCEDURES

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### COMMAND RESPONSIBILITY AND STAFF WORK:

A supervisor should: Appropriately assign personnel and plan activities, show fairness and impartiality in evaluating performance, willingly accept responsibility and not hesitate to make decisions when the situation requires immediate action. A supervisor must understand problems unique to the precinct or division.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Assigning and planning.
0	0	0	0	0	0	Evaluating performance.
0	0	0	0	0	0	Administrative decision making.
0	0	0	0	0	0	Accepting responsibility.
0	0	0	0	0	0	Knowledge of precinct/division problems, goals and objectives.

5

Composite Evaluation for COMMAND RESPONSIBILITY AND STAFF WORK

### SUPERVISORY SKILLS:

Supervisory techniques vary greatly so the evaluator must also consider resultant effectiveness or productivity. In general, the supervisor trains and develops subordinates, delegates responsibility appropriately, motivates by example, moves employees toward bureau goals and objectives, encourages initiative, is respected as being fair and impartial, demonstrates concern for Bureau police, adapts to change and retrain personnel.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Disciplinary control.
0	0	0	0	0	0	Trains and develops subordinates.
0	0	0	0	0	0	Delegates responsibility appropriately.
0	0	0	0	0	0	Fairness and impartiality.
0	0	0	0	0	0	Enforces Bureau policy.
0	0	0	0	0	0	Coordinates subordinates activities.

4

Composite Evaluation for APPROACH TO WORK

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### DEMEANOR TOWARD JOB AND CO-WORKER:

A supervisor should display a professional attitude regardless of assignment. Bureau equipment or vehicles should be treated with care and properly maintained. Willingness should be demonstrated to assist officers and investigators. The supervisor should show logic and initiative in readjusting the priorities of changing workloads. Self motivation should be exhibited in recognition and resolution of problems. Appropriate appearance, personal hygiene and physical condition will be maintained.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Maintaining Bureau equipment.
0	0	0	0	0	0	Personal appearance, hygiene and physical condition.
0	0	0	0	0	0	Assists others.
0	0	0	0	0	0	Takes direction, responds to authority.

5

Composite Evaluation for DEMEANOR TOWARD JOB AND CO-WORKERS

### COMMUNICATING AND DEALING WITH PEOPLE:

Demonstrates effective person-to-person communication skills. Shows appropriate self control and authority at stressful and volatile situations. Is open to others. Inspires a feeling of concern for the problem at hand. Does not overreact to verbal abuse or pressure from suspects or others. Interview (of witnesses) and interrogation (of suspects) should be calculated to produce the most useful information.

Courtroom testimony will always be accurate, complete, clear and concise. Courtroom demeanor or any professional interaction with persons in any other part of the criminal justice system must always be in the interest of justice and the integrity of the Portland Police Bureau.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Use of appropriate language, tone and approach.
0	0	0	0	0	0	Clear and concise, understood by individuals or groups.
0	0	0	0	0	0	Gains relevant information by interviewing and interrogating.
0	0	0	0	0	0	Communication skills in potentially volatile situations.
0	0	0	0	0	0	Ability to respond to inquiries and complaints.

4

Composite Evaluation for COMMUNICATING AND DEALING WITH PEOPLE

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### REPORT WRITING AND SCREENING:

A supervisor must write reports and also approve reports submitted by subordinates. This requires writing skills and the ability to train others in this art. Handwriting must be neat and easily read. Information must flow rationally. The reader must clearly understand all facts and information contained in the report. Spelling, grammar and punctuation must be correct. Reports will contain needed information, correctly reflect events, facts and relevant information without utilizing excess verbiage. Reports must be completed without undue delay and submitted for timely review to the appropriate supervisor.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Communications adequate in depth and organization.
0	0	0	0	0	0	Accuracy in grammar, spelling and neatness.
0	0	0	0	0	0	Evaluates reports correctly.
0	0	0	0	0	0	Takes action on improper or inaccurate reports.
0	0	0	0	0	0	Timely processing.

5

Composite Evaluation for REPORT WRITING AND SCREENING

### OBSERVATION, MEMORY AND ASSIGNMENT DEPENDABILITY:

Street names, major buildings and businesses, resources and public service agencies within the supervisor's area should be well known. Possesses a good awareness of past and current crime conditions on all shifts within his/her geographical jurisdiction. Familiar with names, addresses and vehicles of major criminals in the area. Alert to activities suggesting active or potential crime problems. Updated on major wanted felons likely to be in the area. Known to immediate superior as a supervisor who expeditiously and tactfully resolves assigned tasks.

<u>N/O</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>Performance Criteria:</u>
0	0	0	0	0	0	Knowledge of precinct/metropolitan area
0	0	0	0	0	0	Recall and recognize names, addresses, vehicles, etc.
0	0	0	0	0	0	Alert to suspicious activities.
0	0	0	0	0	0	Knowledge of wanted persons and criminal activity.
0	0	0	0	0	0	Satisfactorily completes assigned tasks.

4

Composite Evaluation for OBSERVATION, MEMORY & ASSIGNMENT DEPENDABILITY

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### INVESTIGATIVE SUPERVISION (INCLUDING INTERNAL AFFAIRS ISSUES):

A supervisor must be able to recognize items of evidence and evaluate the importance, composition and usefulness. Once evidence is identified it must be handled utilizing correct Bureau and judicial guidelines without being tainted, damaged or lost. Accountability must be maintained for eventual court presentation.

A supervisor must be able to identify a crime scene and establish pertinent boundaries. Control of evidence, witnesses and other factors must be maintained until the investigation is complete.

Proper questions should be asked which further the purpose of the investigation and facilitate development of pertinent information. The supervisor must employ appropriate investigative curiosity to look beyond the obvious.

A supervisor will maintain a broad viewpoint and must avoid premature conclusions, particularly when an Internal Affairs involvement is possible.

Familiarity should be demonstrated with resources and outside agencies which can be contacted for assistance. He/she should know what services are available from the Crime Lab, Criminalistics and other support services.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Recognizes and evaluates evidence.
0	0	0	0	0	0	Familiar with sources of information.
0	0	0	0	0	0	Effective on-scene investigation supervision.
0	0	0	0	0	0	Objective/open-minded.
0	0	0	0	0	0	Makes appropriate recommendations.

4

Composite Evaluation for INVESTIGATIVE SUPERVISION



# PERFORMANCE EVALUATION AND COUNSELING FORM

## Supervisory Level Operations Branch

From 11-23-04 To 01-23-05

### **Supervisor's Comments**

Sergeant Marshman continues to maintain his high standard of performance and has improved during this evaluation period. Sergeant Marshman has demonstrated that he can sustain his good work ethic and good (officer to sergeant) relationship through a number of challenges. Sergeant Marshman has been creative in dealing with leadership issues that if not presented in a tactful manner could cause morale problems.

An example of Sergeant Marshman's creativity would be our officer safety discussions. Supervisors had identified a problem with primary officers, failing to take control of their incident on three different occasions in a short period of time. During our short roll call debrief, I observed that some officers were taking the debriefing personal. I made it a topic of discussion and we no longer take debriefing personal. Sergeant Marshman introduced the idea of discussing these concerns in a proactive anticipated manner (before they occur), in a topic of the week discussion. At the beginning of each week, and each day of that week, sergeants would discuss a hypothetical officer safety concern for that week. This idea has accomplished two things, officers discuss these issues more freely and these discussions are in a more positive tone.

I assigned Sergeant Marshman to conduct his first (EBR) employee behavior review as a new and educational experience. This review was completed in a timely manner and was complete and accurate.

I assigned Sergeant Marshman to the position of afternoon shift administrative sergeant. Sergeant Marshman began (not as a sergeant learning the job but) by making improvements in the existing procedure. Sergeant Marshman continues his high standard of administrative work.

Sergeant Marshman identified a problem that related to directive (612.00) radio use; Managing calls for service, assignment and deployment of police units during a pursuit directive 630.10. This problem is directly related to a pursuit that originates in one precinct or jurisdiction and progresses into another.

Sergeant Marshman observed the officer safety issues and confusion created when two nets were combined during a pursuit that originated in southeast precinct and entered east precinct. Sergeant Marshman observed these problems when the nets (southeast and east precincts) were combined under the southeast dispatcher. The southeast dispatcher was overloaded with the responsibility for the pursuit and priority calls in southeast and in east precinct. The east precinct dispatcher was completely eliminated from dispatching or any other part of the process. This overloading of the southeast dispatcher and the complete elimination of the east precinct

dispatcher mandated that any calls for service in southeast or east precincts are taken by the central precinct dispatcher. This shifting of calls was confusing and caused undue burden.

Sergeant Marshman's concern regarding this issue was brought to the attention of his supervisors through the chain of command. Chief's Office took immediate action to remedy this problem.

## Developmental Activities.

I will continue to assign new and different assignments to Sergeant Marshman as he continues to progress through his probation.

# PERFORMANCE EVALUATION AND COUNSELING FORM

## SERGEANTS / SUPERVISORS #1

704 DEC 20 AM 7:52

Name: Last, First, M.I. <b>MARSHMAN, MICHAEL W.</b>		DPSST # <b>25056</b>	<b>EVALUATION FACTOR SCORES</b>  <u>4</u> Assessing Situations & Judgment <u>3.2</u> Laws / Procedures <u>4</u> Command Responsibility & Staff Work <u>3.3</u> Supervisory Skills <u>4.2</u> Demeanor Toward Job & Co-Workers <u>4</u> Communicating & Dealing w/People <u>4</u> Report/Document Procedures <u>3.2</u> Observation & Memory <u>3.3</u> Investigative Supervision <b>Rating Scale</b> 5= Superior      2= Needs Improvement 4= Commendable      1= Unsatisfactory 3= Effective      N/O= Not Observed
Prec/Division <b>EAST PRECINCT</b>	Shift	Assignment	
Evaluation Period <b>09/23/04 TO 11/23/04</b>		Sick Time This Period	
CIVIL SERVICE CLASSIFICATION  <b>SERGEANT</b>			
Reason for Evaluation (check one):  <input checked="" type="checkbox"/> Bi-Monthly <input type="checkbox"/> Extended Probation <input type="checkbox"/> Monthly <input type="checkbox"/> Special Evaluation			

**Supervisor's General Comments:** (Use other side if additional is needed)

**Development Activities:** Actions which supervisor suggests to further develop employee capabilities and to aid him/her to achieve career growth.

**Signature of Employee:** MW Marshman  
(Signature indicates only that appraisal has been discussed with employee)

**Date:** 12-14-04

**Supervisor (Evaluator):** Tony Jackson

**Date:** 12-14-04

**Reviewer:** [Signature]

**Date:** 12/16/07

**CMDR. GREG S. HENDRICKS**  
**#9500**

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### ASSESSING SITUATIONS AND JUDGMENT:

A supervisor must maintain good judgment in difficult situations, making effective decisions that are in line with acceptable police practices and policies. The supervisor should formulate plans to cope with dangerous situations – weighing acts that are likely to provoke an undesirable reaction or jeopardize an investigation.

The supervisor must grasp a situation or problem within a reasonable time and make a decision to effectively control or handle it. Usually, he/she will not allow a matter to take its course and handle problems as they develop. Decisions must be implemented with firm common sense in a timely manner.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Judgment and common sense in difficult situations.
0	0	0	0	0	0	Performance in field direction and control.
0	0	0	0	0	0	Attention to pertinent details.
0	0	0	0	0	0	Timely decision making.
0	0	0	0	0	0	Effective use of resources and support units.

4

Composite Evaluation for ASSESSING SITUATIONS AND JUDGMENT

### KNOWLEDGE OF LAWS AND PROCEDURES:

A supervisor must have a good up-to-date working knowledge of Bureau procedures, City ordinances, County, State and Federal laws/procedures and see that subordinates comply with all laws/procedures. Understanding and translating the intent of laws/procedures is an important attribute for any supervisor.

Communication of criminal laws or investigative procedures to citizens, suspects or other officers will always be concise, effectively giving the listener guidelines for the situation at hand.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Knowledge and understanding of laws/procedures.
0	0	0	0	0	0	Supervisor's compliance with procedures and policies.
0	0	0	0	0	0	Communicating laws/procedures to citizens, suspects and others.
0	0	0	0	0	0	Understanding and adherence to provisions of Labor Contract.

3.2

Composite Evaluation for LAWS / PROCEDURES

# EVALUATION FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### COMMAND RESPONSIBILITY AND STAFF WORK:

A supervisor should: Appropriately assign personnel and plan activities, show fairness and impartiality in evaluating performance, willingly accept responsibility and not hesitate to make decisions when the situation requires immediate action. A supervisor must understand problems unique to the precinct or division.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Assigning and planning.
0	0	0	0	0	0	Evaluating performance.
0	0	0	0	0	0	Administrative decision making.
0	0	0	0	0	0	Accepting responsibility.
0	0	0	0	0	0	Knowledge of precinct/division problems, goals and objectives.

4

Composite Evaluation for COMMAND RESPONSIBILITY AND STAFF WORK

### SUPERVISORY SKILLS:

Supervisory techniques vary greatly so the evaluator must also consider resultant effectiveness or productivity. In general, the supervisor trains and develops subordinates, delegates responsibility appropriately, motivates by example, moves employees toward bureau goals and objectives, encourages initiative, is respected as being fair and impartial, demonstrates concern for Bureau police, adapts to change and retrain personnel.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Disciplinary control.
0	0	0	0	0	0	Trains and develops subordinates.
0	0	0	0	0	0	Delegates responsibility appropriately.
0	0	0	0	0	0	Fairness and impartiality.
0	0	0	0	0	0	Enforces Bureau policy.
0	0	0	0	0	0	Coordinates subordinates activities.

3.5

Composite Evaluation for APPROACH TO WORK

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### DEMEANOR TOWARD JOB AND CO-WORKER:

A supervisor should display a professional attitude regardless of assignment. Bureau equipment or vehicles should be treated with care and properly maintained. Willingness should be demonstrated to assist officers and investigators. The supervisor should show logic and initiative in readjusting the priorities of changing workloads. Self motivation should be exhibited in recognition and resolution of problems. Appropriate appearance, personal hygiene and physical condition will be maintained.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Maintaining Bureau equipment.
0	0	0	0	0	0	Personal appearance, hygiene and physical condition.
0	0	0	0	0	0	Assists others.
0	0	0	0	0	0	Takes direction, responds to authority.

4.2

Composite Evaluation for DEMEANOR TOWARD JOB AND CO-WORKERS

### COMMUNICATING AND DEALING WITH PEOPLE:

Demonstrates effective person-to-person communication skills. Shows appropriate self control and authority at stressful and volatile situations. Is open to others. Inspires a feeling of concern for the problem at hand. Does not overreact to verbal abuse or pressure from suspects or others. Interview (of witnesses) and interrogation (of suspects) should be calculated to produce the most useful information.

Courtroom testimony will always be accurate, complete, clear and concise. Courtroom demeanor or any professional interaction with persons in any other part of the criminal justice system must always be in the interest of justice and the integrity of the Portland Police Bureau.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Use of appropriate language, tone and approach.
0	0	0	0	0	0	Clear and concise, understood by individuals or groups.
0	0	0	0	0	0	Gains relevant information by interviewing and interrogating.
0	0	0	0	0	0	Communication skills in potentially volatile situations.
0	0	0	0	0	0	Ability to respond to inquiries and complaints.

4

Composite Evaluation for COMMUNICATING AND DEALING WITH PEOPLE

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### REPORT WRITING AND SCREENING:

A supervisor must write reports and also approve reports submitted by subordinates. This requires writing skills and the ability to train others in this art. Handwriting must be neat and easily read. Information must flow rationally. The reader must clearly understand all facts and information contained in the report. Spelling, grammar and punctuation must be correct. Reports will contain needed information, correctly reflect events, facts and relevant information without utilizing excess verbiage. Reports must be completed without undue delay and submitted for timely review to the appropriate supervisor.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Communications adequate in depth and organization.
0	0	0	0	0	0	Accuracy in grammar, spelling and neatness.
0	0	0	0	0	0	Evaluates reports correctly.
0	0	0	0	0	0	Takes action on improper or inaccurate reports.
0	0	0	0	0	0	Timely processing.

4

Composite Evaluation for REPORT WRITING AND SCREENING

### OBSERVATION, MEMORY AND ASSIGNMENT DEPENDABILITY:

Street names, major buildings and businesses, resources and public service agencies within the supervisor's area should be well known. Possesses a good awareness of past and current crime conditions on all shifts within his/her geographical jurisdiction. Familiar with names, addresses and vehicles of major criminals in the area. Alert to activities suggesting active or potential crime problems. Updated on major wanted felons likely to be in the area. Known to immediate superior as a supervisor who expeditiously and tactfully resolves assigned tasks.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Knowledge of precinct/metropolitan area
0	0	0	0	0	0	Recall and recognize names, addresses, vehicles, etc.
0	0	0	0	0	0	Alert to suspicious activities.
0	0	0	0	0	0	Knowledge of wanted persons and criminal activity.
0	0	0	0	0	0	Satisfactorily completes assigned tasks.

3.2

Composite Evaluation for OBSERVATION, MEMORY & ASSIGNMENT DEPENDABILITY

# EVALUATION FOR FACTOR DESCRIPTIONS

## SERGEANTS / SUPERVISORS

### INVESTIGATIVE SUPERVISION (INCLUDING INTERNAL AFFAIRS ISSUES):

A supervisor must be able to recognize items of evidence and evaluate the importance, composition and usefulness. Once evidence is identified it must be handled utilizing correct Bureau and judicial guidelines without being tainted, damaged or lost. Accountability must be maintained for eventual court presentation.

A supervisor must be able to identify a crime scene and establish pertinent boundaries. Control of evidence, witnesses and other factors must be maintained until the investigation is complete.

Proper questions should be asked which further the purpose of the investigation and facilitate development of pertinent information. The supervisor must employ appropriate investigative curiosity to look beyond the obvious.

A supervisor will maintain a broad viewpoint and must avoid premature conclusions, particularly when an Internal Affairs involvement is possible.

Familiarity should be demonstrated with resources and outside agencies which can be contacted for assistance. He/she should know what services are available from the Crime Lab, Criminalistics and other support services.

N/O	5	4	3	2	1	Performance Criteria:
0	0	0	0	0	0	Recognizes and evaluates evidence.
0	0	0	0	0	0	Familiar with sources of information.
0	0	0	0	0	0	Effective on-scene investigation supervision.
0	0	0	0	0	0	Objective/open-minded.
0	0	0	0	0	0	Makes appropriate recommendations.

3.3

Composite Evaluation for INVESTIGATIVE SUPERVISION



# PERFORMANCE EVALUATION AND COUNSELING FORM

Supervisory Level Operations Branch

Sergeant Michael Marshman #25056

From 09-23-04 To 11-23-04

## **Supervisor's Comments**

Sergeant Marshman #25056 was promoted and assigned to our afternoon shift on September 23, 2004. In the past three months I have observed Sergeant Marshman supervise the officers on this shift. For his first evaluation his performance has been outstanding. It is as though he has been a sergeant for years. A good portion of Sergeant's Marshman's first ninety days (due to circumstances beyond our control) he was alone with overtime sergeants from other shifts. Sergeant Marshman was resourceful and made the adjustments as needed to do his job, and complete it in a timely manner.

I observed Sergeant Marshman as he supervised a code three-cover call to large apartment complex. This call was originally a traffic stop in the parking lot of the apartment. The initiating officer attempted to take into custody a suspended driver who lived in the apartment. Approximately thirty residents tried to prevent the custody and almost caused a riot.

Upon arrival, I observed Sergeant Marshman "in control" of at least twelve officers. He directed them to a tactical position, secured the area, and took custody the prisoner. Sergeant Marshman was calm and directed officers as the hostile crown shouted racial epithets and challenged us. Sergeant Marshman made contact with the hostile mother of our female prisoner and was able to isolate her from the other family members and calm her down. Sergeant Marshman displayed a commendable level of competency and leadership in this and other incidents. Sergeant Marshman continues to improve by asking questions and staying ahead of potential problems.

Sergeant Marshman organized and supervised a successful juvenile undercover alcohol buy mission last weekend (Saturday 12-04-04.)

## Development Activities:

One of the few areas that Sergeant Marshman can improve in is his knowledge of the precinct as far as geographical locations. The present standard operating procedure is "he uses a map".