

CURT BORMAN

[REDACTED] [REDACTED] [REDACTED]

FAX

To:	Carpentersville Police Department		
Attention:	Ms. Oneida Fehring		
Fax:	847-426-0018	Phone:	847-551-3481
Date:	December 5, 2003	Pages (including cover):	3
Re:	Administrative Assistant Position		

-
- Please see attached**
 - Prompt action requested**
 - For your information**
 - Please sign and return**
 - Please see below**

• **Comments:**

CURT BORMAN

[REDACTED]

December 5, 2003

By facsimile to 847-426-5969

Ms. Oneida Fehring
Executive Assistant to the Chief of Police
Carpentersville Police Department
1200 L. W. Besinger Drive
Carpentersville, IL 60110-2099

Dear Ms. Fehring:

I read with great interest on the Illinois City/County Management Association website your vacancy announcement for an Administrative Assistant to the Chief of Police, and believe that my background is well matched to your requirements. The attached résumé will furnish you with information concerning my credentials and accomplishments. As you will note, I am a former United States Air Force attorney, and a former municipal police supervisor. In each of these capacities, I was vested with a tremendous amount of responsibility, and was required to work independently and to meet deadlines.

As a judge advocate, I directly interacted with senior echelon officers, providing timely counsel on sensitive legal issues, and rendering opinions on diverse civil and criminal topics. In this vital role, I assisted members of the command staff in researching, interpreting, and implementing governing directives; where none existed, I created them. While managing programs in such areas as victim and witness assistance, adverse personnel actions, and military justice, I acted as legal office liaison to other base organizations, functioning as their point of contact, offering training, and ensuring accomplishment of mission objectives. For example, as chief of the program directed at separating unqualified members from military service, I instituted procedures to coordinate the actions of unit commanders, the personnel office, the base medical staff, the public affairs office, and the legal office to ensure that discharge cases were carried out efficiently and in compliance with Air Force standards. As a police sergeant, I performed critical line and staff functions, including supervision of field personnel, investigation of citizen complaints, preparation of reports for commanding officers, and training and evaluation of subordinates.

If given the opportunity to serve as an Administrative Assistant, my skills and experience in identifying and solving problems, conducting research and analysis, and communicating effectively in person and in writing will enable me to make a substantial contribution to the Carpentersville Police Department.

I would welcome the opportunity to meet with you to discuss my qualifications. Thank you for your time and consideration.

Sincerely,

[REDACTED]
Curt Borman

CURT BORMAN

PROFESSIONAL EXPERIENCE

Law Office of Curt Borman, Naperville, IL, January 2003 – Present

Founding Attorney

- Sole proprietor, engaged in the general practice of law, with emphases in estate planning and real estate matters.
- Highest commitment to providing exceptional client service, through such practices as free consultation, house and office calls, written engagement agreements, and written guarantees of satisfaction

Department of the Air Force (stationed at bases in Aviano, Italy, and in Tucson, Arizona)

Assistant Staff Judge Advocate, May 1998 – May 2002

- Managed second busiest claims office in European command, investigating countless property damage and tort claims, and returning over \$188,000 to deserving claimants.
- Prosecuted case that attracted international media interest, securing five-year sentence for airman convicted of maiming a French civilian.
- Directed administrative discharge, demotion, and nonjudicial punishment programs, significantly improving their efficiency and quality, and shattering Air Force case processing goals.
- Provided legal assistance to community of 20,000 active duty and retired military members, guiding clients in such areas as family and consumer matters, and preparing hundreds of estate planning documents.
- Proactively identified and combated systemic problems, drafting guidance on processing absent without leave (AWOL) cases, overhauling base debarment procedures, establishing Teen Court program to resolve cases of juvenile misconduct, and creating policy for use of digital photography by military police.
- Audited and evaluated programs to ensure their effectiveness and compliance with Air Force standards.
- Served as front-line advisor to senior Air Force commanders in wide range of military matters.

"Top 5 percent of all captains I've ever supervised, he handled the toughest, highest visibility cases we had."

Excerpt from 2001 Company Grade Officer Performance Report

"Smartest, hardest working attorney I've seen in my 16 years – Capt Borman was a true joy to work with!"

Excerpt from 2002 Company Grade Officer Performance Report

Skokie Police Department, Skokie, IL

Police Sergeant, June 1995 – January 1998

- Achieved rank of sergeant in near record-breaking seven years.
- Implemented improved method of fugitive tracking
- Developed system to alert officers to hazardous locations in their patrol areas.

Police Officer, January 1988 – June 1995

- Attained state certifications as field training officer and as accident investigator.
- Consistently eclipsed peers in arrests and other self-initiated activity.

EDUCATION

Chicago-Kent College of Law, Chicago, IL

Juris Doctor, 1996, GPA 3.42 on 4.0 scale; class rank of 118 out of 395.

Loyola University Chicago, Chicago, IL

Bachelor of Science in Criminal Justice, Summa Cum Laude, 1988, GPA 3.97 on 4.0 scale.

RELEVANT SKILLS

Proficient in use of computer software applications (Microsoft Word, Excel, PowerPoint, Outlook, Corel WordPerfect), and in use of Internet research databases (*Lexis* and *Westlaw*).

CURT BORMAN

PROFESSIONAL EXPERIENCE

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RELEVANT SKILLS

Proficient in use of computer software applications (Microsoft Word, Excel, PowerPoint, Outlook, Corel WordPerfect), and in use of Internet research databases (*Lexis* and *Westlaw*).

**VILLAGE OF CARPENTERSVILLE
EMPLOYMENT APPLICATION**

The Village is an equal opportunity employer and does not discriminate against the handicapped

PERSONAL INFORMATION

Name: Curtis S. Borman
 Present Address: [REDACTED]
 Permanent Address: [REDACTED]
 Telephone Number: [REDACTED] Social Security # [REDACTED]
 Are you 18 years or older* Yes X No Date of Birth: [REDACTED]

* The Age Discrimination in Employment Act of 1967 prohibits discrimination on the basis of age with respect to individuals who are at least 40 but less than 70 years of age.

EMPLOYMENT DESIRED

Assistant to the Date You Salary
 Position: Chief of Police Can Start: Negotiable Desired: Negotiable

EDUCATION (List educational and training background)

Name and Location of School	No. of Years Attended	Did you Graduate?	Subjects Studied
Evanston Township, H.S., Evanston, IL	4	YES	State Curriculum
High School			
Albion College, Albion, MI	1	NO	Liberal Arts
Carnegie-Mellon Univ., Pittsburgh, PA	2	NO	Liberal Arts
College			
Loyola University Chicago, Chicago, IL	2	YES	Criminal Justice (B.S.)
Other			
Chicago -Kent College of Law, Chicago, IL	4	YES	Law (Juris Doctor)

FORMER EMPLOYERS (List below the last four employers, starting with the current employer. Explain any periods of unemployment.)

Date Month/Year	Name, Address and Phone No. of Employer	Salary	Position/Duties	Reason for Leaving
From 1/03	Self-employed	N/A	Solo general law practice	N/A
To Current				
From 4/03	Kane County State's Attorney 37W777 Route 38 Suite 300	\$42,000/yr.	Assistant State's Attorney -- Traffic/Criminal prosecutor	Decided to focus on private practice
To 7/03	St. Charles, IL. 60175 (630) 232-3500			

Date Month/Year	Name, Address and Phone No. of Employer	Salary	Position/Duties	Reason for Leaving
From 5/98*	Department of the Air Force 5275 E. Granite Street	\$38,000/yr.	Asst. Staff Judge Advocate - Practiced military law	Completed tour of duty
To 5/02	Legal Office (address of last station) DMAEB, AZ 85707 (520) 228-3234			
From 1/88**	Skokie Police Department 8350 Laramie Avenue	\$45,000/yr.	Police sergeant/officer - Municipal law enforcement	Sought legal position
To 1/98	Skokie, IL 60077 (847) 982-5900			

OTHER INFORMATION

Have you been convicted of any crime. If so, explain (conviction of crime does not automatically disqualify an applicant from employment): NO

List any special skills or knowledge which qualify you for the position applied for: _____

Proficient in use of computer software applications (Microsoft Word, Excel, PowerPoint, Outlook, Corel WordPerfect), and in use of Internet research databases (Lexis and Westlaw).

List any equipment or machinery, relevant to the position you are applying for, that you are capable of operating: Computer, telephone

REFERENCES Give the name of three people not related to you whom you have known for at least two years.

Name	Address	Phone No.	Business	Years Acquainted
1. Colonel Beverly B. Knott,				
2. Dr. Theodore Long				
3. Sergeant Paul Kruszynski,				

AUTHORIZATION AND CONDITIONS OF APPLICATION

I certify that the facts contained in this application are true and complete to the best of my knowledge and I understand that, if employed, falsified statements on this application shall be grounds for dismissal. I also understand that employment with the Village of Carpentersville is conditional upon passing a comprehensive medical exam with a drug screen test and a police background investigation which includes a criminal history check.

Date: 12/18/03

Signature: _____

DATE: June 27, 2006

TO: PERSONNEL

FROM: Chief David Neumann

SUBJ: PAYROLL ADDITIONS/ADJUSTMENTS

Employee Name: Curt Borman

Employment Status:

- New Hire/Change in Status Intra/Inter Department Transfer
 Permanent Full Time
 Permanent Part Time Change in Job Classification
 Seasonal
 Temporary Other: _____
 Wage/Range/Step Adjustment

Provide the following information on all new hires; indicate changes only for existing personnel.

Dept: Police Division: Administration
Job Title: Administrative Assistant Range: _____
Step: _____ Rate of Pay: \$66,202.87/yr.

Effective Date of Change(s): May 1, 2006

Date: June 27, 2006 Date Approved: 06/29/06
By: [Redacted] By: [Redacted]
Department Head Village Manager

Date Approved: 6/29/06
By: [Redacted]
Finance Director

cc: Immediate Supervisor
Payroll
Benefits Coordinator

DATE: August 15, 2005

TO: Human Resource

FROM: Acting Chief David Neumann

SUBJ: PAYROLL ADDITIONS/ADJUSTMENTS

Employee Name: Curt Borman

Employment Status:

- New Hire/Change in Status Intra/Inter Department Transfer
- Permanent Full Time
- Permanent Part Time Change in Job Classification
- Seasonal
- Temporary Other: _____
- Wage/Range/Step Adjustment _____

Provide the following information on all new hires; indicate changes only for existing personnel.

Dept: Police Division: Administration

Job Title: Admin. Assist. Range: _____

Step: _____ Rate of Pay: \$64,274.63/yr

Effective Date of Change(s): _____ Retroactive May 1, 2005

Date Approved: 8/15/05

Date Approved: 08-16-05

By: _____
Department Head

By: _____
Village Manager

Date Approved: 8-16-05

By: _____
Finance Director

cc: Immediate Supervisor
Finance Department

DATE: January 12, 2005

TO: Human Resource

FROM: Chief Lowen

SUBJ: PAYROLL ADDITIONS/ADJUSTMENTS

Employee Name: Curt Borman

Employment Status:

- | | |
|---|--|
| <input type="checkbox"/> New Hire/Change in Status | <input type="checkbox"/> Intra/Inter Department Transfer |
| <input type="checkbox"/> Permanent Full Time | |
| <input type="checkbox"/> Permanent Part Time | <input type="checkbox"/> Change in Job Classification |
| <input type="checkbox"/> Seasonal | |
| <input type="checkbox"/> Temporary | <input checked="" type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Wage/Range/Step Adjustment | _____ |

Provide the following information on all new hires; indicate changes only for existing personnel.

Dept: Police Division: Administration
Job Title: Administrative Asst. Range: _____
Step: _____ Rate of Pay: \$62,403/yr.

Effective Date of Change(s): January 12, 2005

Date App: 01-12-05

Date Approved: 01-12-05

By: _____
Department Head

By: _____
Village Manager

cc: Immediate Supervisor
Finance Department

DATE: July 15, 2004
TO: Finance Department
FROM: Robert W. Lowen, Chief of Police
SUBJ: PAYROLL ADDITIONS/ADJUSTMENTS

EMPLOYEE NAME: Curtis Borman


EMPLOYMENT STATUS:


- New Hire/Change in Status
_____ Permanent Full Time
_____ Permanent Part Time
_____ Seasonal
_____ Temporary
- Intra/Inter Departmental Transfer
 Change in Job Classification
 Other: _____
- Wage/Range/Step Adjustment

Provide the following information all new hire; indicate changes only for existing personnel.

Dept: Police Division: Administration
Job Title: Admin Assist to Chief Range: _____
Step: _____ Rate of Pay: 60,585/yr

Effective Date of Change(s): July 12, 2004

Date Approved: 07-12-04
By: 

Date Approved: 7-21-04
By: 

DATE: January 6, 2004
TO: Finance Department
FROM: Robert W. Lowen, Chief of Police
SUBJ: PAYROLL ADDITIONS/ADJUSTMENTS

EMPLOYEE NAME: Curtis Borman

EMPLOYMENT STATUS:


- New Hire/Change in Status
____ Permanent Full Time
____ Permanent Part Time
____ Seasonal
____ Temporary
- Intra/Inter Departmental Transfer
 Change in Job Classification
 Other: _____
- Wage/Range/Step Adjustment

Provide the following information all new hire; indicate changes only for existing personnel.


Dept: Police Division: Administration
Job Title: Administrative Assistant Range: _____
Step: _____ Rate of Pay: 57,700.00/yr. - Salary

Effective Date of Change(s): January 12, 2004

Date Approved: 01-06-04

By: 

Date Approved: 1-6-04

By: 



Village of
CARPENTERSVILLE
ILLINOIS

David R. Neumann
Chief of Police
dneumann@vil.carpentersville.il.us

DEPARTMENT OF POLICE

1200 L.W. Besinger Drive
Carpentersville, Illinois 60110
Telephone (847) 551-3481
Fax (847) 426-0018
Http://vil.carpentersville.il.us

April 3, 2007

Mr. Curt Borman

Dear Curt:

In the fall of 2003 the position of Administrative Assistant to the Police Chief in the Carpentersville Police Department was created. After interviewing several candidates, you were selected to fill this new position. You began your employment in January 2004. Although Chief Robert Lowen had an idea of what this position would entail, it was not entirely clear what direction your duties and responsibilities would take.

Chief Lowen and I were pleasantly surprised with the incredible skill you exhibited. Your experience as a sergeant in the Skokie Police Department gave you valuable insight into the operations of a police department. Your background as a licensed attorney proved to be crucial in fulfilling a wide range of assignments involving legal matters. It quickly became apparent that Chief Lowen and I could rely on you to fulfill a wide variety of assignments and responsibilities.

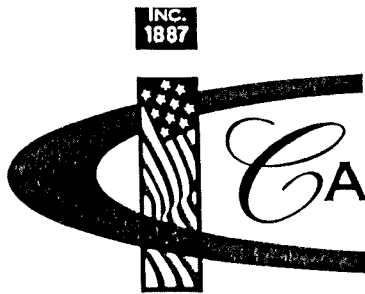
In addition to the beneficial skills you brought to the police department, you displayed other character traits that were also critical. Chief Lowen and I were able to trust you. We never worried about your loyalty towards the police department or us. Your work ethic was remarkable. You completed assignments on time. Projects and reports were well written, thoroughly researched and well documented. You developed positive working relationships with others within the police department and in other village departments. We frequently heard comments from others regarding your helpful and courteous demeanor. You were meticulous and accurate in your budget preparation and extremely well organized. We also enjoyed your sense of humor.

I could continue with a long list of your accomplishments, but will conclude by stating that your overall performance was outstanding. You will be missed. We greatly appreciate your dedicated service and wish you the very best in your new position.

Sincerely,

David Neumann
Chief of Police

Building a Better Tomorrow... Today



Village of
CARPENTERSVILLE
ILLINOIS

David R. Neumann
Chief of Police
dneumann@vil.carpentersville.il.us

DEPARTMENT OF POLICE

1200 L.W. Besinger Drive
Carpentersville, Illinois 60110
Telephone (847) 551-3481
Fax (847) 426-0018
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April 14, 2006

Mr. Curt Borman
[REDACTED]

Dear Curt;

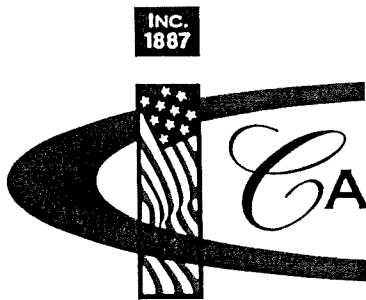
On Tuesday, April 4, 2006 the Carpentersville Village Board approved the village budget for the 2006 – 2007 fiscal year. In an unprecedented manner, Village Trustees strongly complimented village staff for the manner in which the budget was prepared and presented at the budget hearings. The department budget proposals were transparent, understandable, thoroughly researched and defensible. The Board gave village staff credit for helping turn the budget preparation process from one that was filled with suspicion and which resembled an inquisition, to one in which the budget document was developed through professional partnerships. You played the predominant role in preparing a complex yet thorough budget, the largest and most intricate of all department budgets.

I commend you for your diligence, tenacity, attention to detail and perseverance in preparing our budget. You met all the deadlines and clearly articulated and defended all of our figures when questioned. Not only did you exceed my expectations but gained the respect and admiration of the finance department. Thank you for a job well done.

Sincerely;
[REDACTED]

David R. Neumann
Chief of Police

Building a Better Tomorrow... Today



Village of
CARPENTERSVILLE
ILLINOIS

David R. Neumann
Chief of Police
dneumann@vil.carpentersville.il.us

DEPARTMENT OF POLICE

1200 L.W. Besinger Drive
Carpentersville, Illinois 60110
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[REDACTED]

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Sincerely;
[REDACTED]

David R. Neumann
Chief of Police

Building a Better Tomorrow... Today



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Chief of Police
dneumann@vil.carpentersville.il.us

DEPARTMENT OF POLICE

1200 L.W. Besinger Drive
Carpentersville, Illinois 60110
Telephone (847) 551-3481
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January 19, 2006

Mr. Curt Borman
Carpentersville Police Department
1200 L.W. Besinger Drive
Carpentersville, IL 60110-2099

Dear Mr. Borman:

I would like to take this opportunity to thank you for serving as a Safety Review Committee member during 2005.

The Safety Review Committee is an important part of the village's overall occupational health and safety program. Impartial examination of workplace accidents is critical to curtailing the causes of employment related injuries and occurrences of property damage. Your efforts in identifying existing and potential hazards and in recommending corrective action have helped to promote a safer working environment for all of us.

I appreciate the contribution you have made toward improving the welfare of others.

Sincerely,



David Neumann
Chief of Police

cc: Personnel File

Building a Better Tomorrow... Today



WESTMONT POLICE DEPARTMENT

500 North Cass Avenue • Westmont, IL 60559-1503

(630) 968-2151 • Records Fax: (630) 968-8245

Investigations Fax: (630) 968-2260

Administrative Fax: (630) 968-2258



May 12, 2005

Assistant Curt Borman
Carpentersville Police Department
1200 L.W. Besinger Drive
Carpentersville, IL 60110

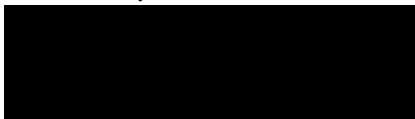
Dear Assistant Borman,

On May 6, 2005, you spent your valuable time at our police department conducting a mock assessment. The time and expertise you put into your work here will greatly increase our chances of achieving re-accreditation. Your written and verbal comments were excellent and well thought out. Each one of these items will be addressed.

Your selfless dedication to the accreditation process and high level of professionalism reflect highly on your department. Without your help, we would not be able to be prepared for the rigorous assessment to come.

Please accept my profound thanks. If we can ever help you in any way, please do not hesitate to call.

Sincerely,



Randy Sticha
Chief of Police

RS/dr

Randy Sticha
Chief of Police

Randy King
Deputy Chief of Operations

Thomas R. Mulhearn
Deputy Chief of Administration

Debra I. Reznicek
Administrative Assistant



Robert W. Lowen
Chief of Police
Rlowen@vil.carpentersville.il.us

DEPARTMENT OF POLICE

1200 L.W. Besinger Drive
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Telephone (847) 551-3481
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May 5, 2005

Mr. Curt Borman
Carpentersville Police Department
1200 L.W. Besinger Drive
Carpentersville, IL 60110-2099


Dear Mr. Borman:

I wish to take this opportunity to commend you for your perfect attendance for the period of November 1, 2004, through April 30, 2005.

I am proud of your unfailing commitment to the Carpentersville Police Department and to the citizens of our community, and I applaud your exemplary dedication.

Thank you for your good work.

Sincerely,



Robert W. Lowen
Chief of Police

cc: Personnel File

Building a Better Tomorrow... Today

City of Northlake

Police Department

Committed to Excellence

JEFFREY T. SHERWIN
MAYOR

DENNIS A. KOLETOS
CHIEF OF POLICE



December 13, 2004

Mr. Curt Borman
Administrative Assistant
To The Chief of Police
Carpentersville Police Department
1200 L. W. Besinger Drive
Carpentersville IL 60110-2099

Dear Mr. Borman:

I would like to take this time to personally thank you for conducting the mock assessment for our re-certification from the Commission on Accreditation for Police Agencies. Our assessment went extremely smooth, which would not have happened without your assistance.

It is extremely gratifying to know that there are professionals of your caliber who are committed not only to the CALEA process, but to the betterment of law enforcement in general.

Sincerely,

[REDACTED]
Dennis A. Koletsos
Chief of Police

DAK:lr

cc: Chief Robert W. Lowen



Village of
CARPENTERSVILLE
ILLINOIS

Robert W. Lowen
Chief of Police
Rlowen@vil.carpentersville.il.us

DEPARTMENT OF POLICE

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November 10, 2004

Mr. Curt Borman
1200 L.W. Besinger Drive
Carpentersville, IL 60110-2099

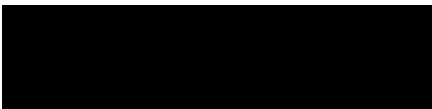
Dear Mr. Borman:

I wish to take this opportunity to commend you for your perfect attendance for the period of May 1, 2004, through October 31, 2004.

I am proud of your unfailing commitment to the Carpentersville Police Department and to the citizens of our community, and I applaud your exemplary dedication.

Thank you for your good work.

Sincerely,



Robert W. Lowen
Chief of Police

cc: Personnel File



Robert W. Lowen
Chief of Police
Rlowen@vil.carpentersville.il.us

DEPARTMENT OF POLICE

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August 23, 2004

Mr. Curt Borman
Carpentersville Police Department
1200 L.W. Besinger Drive
Carpentersville, IL 60110-2099

Dear Mr. Borman:

I would like to thank you for your participation in National Night Out on August 3, 2004.

This year's event was a tremendous success because of the dedicated efforts of Carpentersville Police Department employees like you. I am pleased to see department personnel participate in community activities, and I appreciate your commitment to ensuring the success of our local National Night Out program.

I commend you for your generosity and for your commitment to our community.

Thank you, again, for your hard work.

Sincerely,


Robert W. Lowen
Chief of Police

Building a Better Tomorrow... Today

Carpentersville Police Department Six Month Goal Review Report

Employee's Name/Star Number: Curt Borman

Supervisor's Name/Star Number: David Neumann

Date of Review: 10/3/06

Rating Period: 3/06 – 9/06

INSTRUCTIONS: At the beginning of each evaluation period, the employee and supervisor will have developed goals to be worked during the new evaluation period. Goals and objectives may be selected from the suggested areas listed below. The list is not all-inclusive. At the end of the first six-month period, the employee and supervisor will evaluate how well the officer is working towards achieving the goals set for the period. They will adjust goals as necessary for trends and changes and set new goals to replace those already achieved. The rater and employee shall establish a minimum of three goals for the next six months.

Job Knowledge

Department Procedure
Law/Codes
Technical Knowledge
Village Geography
Equipment
Investigative Skills

Productivity

Production Level
Report Quality
Public Contacts
Consistency
Safety
Community Policing

Work Habits

Vehicle/Equipment Care
Uniform /Grooming
Use of Time
Attention to Detail
Initiative
Completeness of Work
Problem Solving

Personal Skills

Physical Fitness/Appearance
Teamwork
Courtesy
Judgment
Communications Skills

Job Enrichment/Advancement

Training
Education
Inter-Dept. Presentation
Inter-Dept. Position Assignment
Leadership

Each Category must include at least one long-term goal and three short-term goals.

1st Six Months - Review of Goals

Job Knowledge: "Conduct monthly financial and evidence room audits." Curt conducts these audits every month and provides detailed information in the monthly reports.

Productivity: "Continue being a resource to employees both in and out of the department." Curt is always willing to help all village employees, whether it is police related or in dealing with IRMA, the finance department, etc. Curt fosters cooperation between departments and treats others professionally.

Work Habits:

Personal Skills:

Job Enrichment/Advancement:

New or Adjusted Goals set upon review for the next six months:

FIRST GOAL: Continue with the first two listed goals.

SECOND GOAL: Prepare the department 2007 – 2008 budget.

THIRD GOAL:

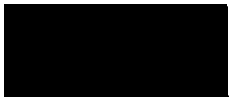
OTHER GOALS:

Curt does a thorough job in all of his assignments. I know that whatever Curt works on will be accurate and well thought out. I appreciate being able to rely on Curt and his work product.



EMPLOYEE

10/13/06
DATE



RATER

10/12/06
DATE

RATER'S SUPERVISOR

DATE



DEPUTY CHIEF OF POLICE

10-13-06
DATE



CHIEF OF POLICE

10/13/06
DATE



VILLAGE OF CARPENTERSVILLE
PERFORMANCE EVALUATION AND COUNSELING FORM
 POLICE CIVILIAN

EMPLOYEE: <u>CURT BORMAN</u>	POSITION: <u>ASST. TO THE POLICE CHIEF</u>
RATER/RANK: <u>DAVID NEUMANN / CHIEF</u>	EVALUATION PERIOD: <u>1/05 - 3/06</u>
<input checked="" type="checkbox"/> ANNUAL REVIEW <input type="checkbox"/> OTHER: _____	

INSTRUCTIONS

Using the numerical scale below, compare the performance of the employee being rated against the performance criteria listed for each factor. Select the number that best indicates your perception of that individual's performance on each of the criterion and enter it in the box provided. Then, enter a number indicating a composite or overall evaluation for the factor. Your complete evaluation should not necessarily reflect an average of the criteria rating because some criteria are more important than others. You must cite examples of past performance.

EVALUATION SCALE

N/A	NOT APPLICABLE	EVALUATION OF FACTOR OR CRITERION IS INAPPROPRIATE FOR EMPLOYEE BEING RATED
1	UNSATISFACTORY	UNACCEPTABLE PERFORMANCE THAT MUST RECEIVE IMMEDIATE ATTENTION
2	BELOW EXPECTATION	ERRATIC PERFORMANCE, FALLING SHORT OF THAT NORMALLY EXPECTED
3	MEETS EXPECTATION	GENERALLY SATISFIES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
4	EXCEEDS EXPECTATION	PERFORMANCE SURPASSES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
5	OUTSTANDING	EXEMPLARY PERFORMANCE FAR SURPASSING PERFORMANCE CRITERIA

FACTOR I: JOB KNOWLEDGE

4	Understands and promotes department mission and values
4	Understands department policies, procedures, work rules, and operations
4	Understands responsibilities and scope of duties
5	Possess necessary skills and technical competence to perform duties
4	Properly uses tools, equipment, and department property essential to assigned duties
5	Exhibits ability to learn and to apply new skills
4	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Curt's job knowledge, legal background and communication skills are exceptional and of great benefit to the organization.

FACTOR II: PRODUCTIVITY

5	Prioritizes and plans work activities
5	Meets deadlines
4	Works effectively under pressure; manages overlapping tasks and projects
5	Maintains necessary records and documentation
4	Adapts to changes in work environment
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Curt prioritizes his duties well and therefore meets deadlines. He submitted the department budget on time despite dealing with many last-minute changes / adjustments, and even worked after hours to do so. Multi-tasking can be a bit of a challenge but Curt is still very productive.

FACTOR III: DEPENDABILITY

5	Work product is accurate and thorough
4	Works independently; requires minimal supervision
4	Assumes responsibilities consistent with position
4	Willingly takes on additional responsibilities as necessary
5	Anticipates potential problems and conceives innovative, creative solutions
4	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Curt's reports are extremely thorough, accurate and professional. His legal background provides a critical viewpoint when reviewing department issues. Since he does not require supervision, he is allowed to work out of his home at times.

FACTOR IV: RELATIONS WITH CITIZENS AND THE COMMUNITY

4	Demonstrates courtesy and sensitivity in interactions with citizens
4	Responds promptly to citizens' needs
4	Complaints made by citizens against this employee are not substantiated
4	Anger and verbal abuse from citizens do not adversely affect performance
4	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

I am not aware of any complaints for improper actions. Curt is polite and respectful towards citizens and staff.

FACTOR V: WORKING RELATIONSHIPS AND COOPERATION WITH OTHER DEPARTMENT PERSONNEL

4	Complaints made by co-workers against this employee are not substantiated
4	Works well with others; facilitates cooperation
4	Problems in work relationships are quickly and professionally resolved
4	Offers assistance and support to others
4	Few and only minor problems occur because of poor communication or coordination of activities
4	Responsive to receiving instruction or training
4	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Curt's working relationships are professional. Other department heads are always impressed with the cooperation they receive when working with Curt.

FACTOR VI: CARE OF DEPARTMENT EQUIPMENT

5	Follows operating and safety procedures in use and maintenance of department equipment
4	Loss or damage of equipment due to carelessness is rare
4	Identifies wear, malfunctions, damage to, and improper care of equipment and takes corrective action
4	Composite evaluation for factor

EVALUATION OF GOALS ESTABLISHED IN THE PRECEDING YEAR:

JOB KNOWLEDGE:

Safety awareness and accident reduction. Curt has worked hard on the safety committee and in tracking/submitting IRMA reports.

PRODUCTIVITY:

General order production. Curt has not been required to submit general orders in recent months. When he did so earlier in the year or when he reviews proposals, his comments are valuable.

WORK HABITS:

Continue accountability tracking. Curt tracks the performance evaluations. He proposed a tracking plan of duties mandated by our general orders, but the department has not been able to implement his plan to date.

PERSONAL SKILLS:

Remain as confidant to the chief with new ideas and pressing issues. Curt continues to be trustworthy and offers valuable insights.

JOB ENRICHMENT/ADVANCEMENT:

GOALS FOR THE NEXT YEAR

The rater and employee shall establish a minimum of three goals for the next year. The goals and the employee's progress in meeting those goals shall be reviewed at the six-month review session and at the next annual evaluation. The following are suggested areas of employee counseling and possible goal setting. The list is not all-inclusive.

- **Job Knowledge:** Department Procedure, Law/Code, Technical Knowledge, Village Geography, Equipment, Investigative Skills
- **Productivity:** Production Level, Report Quality, Public Contacts, Consistency, Safety, Community Policing
- **Work Habits:** Vehicle/Equipment Care, Uniform/Grooming, Use of Time, Attention to Detail, Initiative, Completeness of Work, Problem Solving
- **Personal Skills:** Physical Fitness/Appearance, Teamwork, Courtesy, Judgment, Communication Skills
- **Job Enrichment/Advancement:** Training, Education, Inter-Department Presentations, Inter-Department Assignment, Leadership

FIRST GOAL: Conduct monthly financial and evidence room audits.

SECOND GOAL: Continue being a resource to employees both in and out of the department.

THIRD GOAL:

OTHER GOALS:

COMMENTS OF EMPLOYEE:

[Redacted Signature]

EMPLOYEE

(Signature indicates only that employee has reviewed this appraisal.)

2/24/06

DATE

I request additional review

[Redacted Signature]

RATER

2/24/06

DATE

[Redacted Signature]

RATER'S SUPERVISOR

02-27-06

DATE

[Redacted Signature]

DEPUTY CHIEF OF POLICE

2-24-06

DATE

[Redacted Signature]

CHIEF OF POLICE

2/24/06

DATE



VILLAGE OF CARPENTERSVILLE

PERFORMANCE EVALUATION AND COUNSELING FORM

POLICE CIVILIAN

EMPLOYEE:	CURT BORMAN	POSITION:	ASST. TO THE POLICE CHIEF
RATER/RANK:	ROBERT W. LOWEN, CHIEF OF POLICE	EVALUATION PERIOD:	10-12-04 - 01-12-05
<input type="checkbox"/> ANNUAL REVIEW		<input checked="" type="checkbox"/> OTHER: QUARTERLY PROBATIONARY CIVILIAN	

INSTRUCTIONS

Using the numerical scale below, compare the performance of the employee being rated against the performance criteria listed for each factor. Select the number that best indicates your perception of that individual's performance on each of the criterion and enter it in the box provided. Then, enter a number indicating a composite or overall evaluation for the factor. Your complete evaluation should not necessarily reflect an average of the criteria rating because some criteria are more important than others. You must cite examples of past performance.

EVALUATION SCALE

N/A	NOT APPLICABLE	EVALUATION OF FACTOR OR CRITERION IS INAPPROPRIATE FOR EMPLOYEE BEING RATED
1	UNSATISFACTORY	UNACCEPTABLE PERFORMANCE THAT MUST RECEIVE IMMEDIATE ATTENTION
2	BELOW EXPECTATION	ERRATIC PERFORMANCE, FALLING SHORT OF THAT NORMALLY EXPECTED
3	MEETS EXPECTATION	GENERALLY SATISFIES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
4	EXCEEDS EXPECTATION	PERFORMANCE SURPASSES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
5	OUTSTANDING	EXEMPLARY PERFORMANCE FAR SURPASSING PERFORMANCE CRITERIA

FACTOR I: JOB KNOWLEDGE

5	Understands and promotes department mission and values
5	Understands department policies, procedures, work rules, and operations
5	Understands responsibilities and scope of duties
5	Possess necessary skills and technical competence to perform duties
5	Properly uses tools, equipment, and department property essential to assigned duties
5	Exhibits ability to learn and to apply new skills
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:
 Learns new skills and duties on a daily basis. Good understanding of operations and improves where necessary.

FACTOR II: PRODUCTIVITY

5	Prioritizes and plans work activities
5	Meets deadlines
5	Works effectively under pressure; manages overlapping tasks and projects
5	Maintains necessary records and documentation
5	Adapts to changes in work environment
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:
 Always under pressure. Commits personal time to meet deadlines.

FACTOR III: DEPENDABILITY

5	Work product is accurate and thorough
5	Works independently; requires minimal supervision
5	Assumes responsibilities consistent with position
5	Willingly takes on additional responsibilities as necessary
5	Anticipates potential problems and conceives innovative, creative solutions
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Creative, solves problems and issues that hamper successful operation. Takes on additional duties.

FACTOR IV: RELATIONS WITH CITIZENS AND THE COMMUNITY

5	Demonstrates courtesy and sensitivity in interactions with citizens
5	Responds promptly to citizens' needs
5	Complaints made by citizens against this employee are not substantiated
5	Anger and verbal abuse from citizens do not adversely affect performance
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Minor contacts with the public, but when it occurs, represents the Village and Police Department positively.

FACTOR V: WORKING RELATIONSHIPS AND COOPERATION WITH OTHER DEPARTMENT PERSONNEL

5	Complaints made by co-workers against this employee are not substantiated
5	Works well with others; facilitates cooperation
5	Problems in work relationships are quickly and professionally resolved
5	Offers assistance and support to others
5	Few and only minor problems occur because of poor communication or coordination of activities
5	Responsive to receiving instruction or training
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Great communications skills. Makes the best of a difficult work environment.

FACTOR VI: CARE OF DEPARTMENT EQUIPMENT

5	Follows operating and safety procedures in use and maintenance of department equipment
5	Loss or damage of equipment due to carelessness is rare
5	Identifies wear, malfunctions, damage to, and improper care of equipment and takes corrective action
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Cares for department property. Heads up the accident safety committee. Resolves to reduce accidents.

FACTOR VII: COMPLIANCE WITH SAFETY PROCEDURES AND REGULATIONS

5	No accidents caused by carelessness
5	Safety rules and procedures are followed and safety equipment is properly used
5	Reports potentially unsafe conditions
5	Accidents are reported without delay, and related reports are completed in prompt and correct manner
5	Work area (including vehicle, if applicable) and equipment are kept clean and orderly
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:
 Safety committee chair. Holds others accountable for proper documentation.

FACTOR VIII: ADHERENCE TO POLICIES

5	Sets positive example by following Village and department policies, rules, and regulations
5	Appearance meets department standards
5	No abuse of meal periods, or other on duty time
5	Reports for duty on time and as scheduled
5	Gives proper notice in advance of absences. No noted abuse of sick or emergency leave
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:
 Professional appearance which exceeds standards. Good time management.

FACTOR IX: OTHER ITEMS IMPORTANT TO SUPERVISOR

5	Deals with stress. Positive attitude.
5	Constantly vigilant to improve operations.
5	Takes on new duties, tasks.
5	Problem solves
5	Good accountability for self and holds others accountable.
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

OVERALL PERFORMANCE RATING: The Overall Performance Rating is based upon the preceding factors, but is not necessarily an average of the factors, as some are more important than others.

<input type="checkbox"/>	UNSATISFACTORY	Unacceptable performance.
<input type="checkbox"/>	BELOW EXPECTATION	Erratic performance falling short of that expected on most factors.
<input type="checkbox"/>	MEETS EXPECTATION	Performance generally satisfying rater's expectation on most performance criteria
<input type="checkbox"/>	EXCEEDS EXPECTATION	Performance surpassing rater's expectation on nearly all performance factors
<input checked="" type="checkbox"/>	OUTSTANDING	Exemplary overall performance deserving special recognition

REMEDIAL ACTIVITIES (Actions necessary to correct performance below expectation or unsatisfactory):

Continue along present lines.

EVALUATION OF GOALS ESTABLISHED IN THE PRECEDING YEAR:

JOB KNOWLEDGE:

Continue to improve processes and learn operations.

PRODUCTIVITY:

Continue general order development and accountability checks.

WORK HABITS:

Continue holding others accountable for tasks due.

PERSONAL SKILLS:

JOB ENRICHMENT/ADVANCEMENT:

GOALS FOR THE NEXT YEAR

The rater and employee shall establish a minimum of three goals for the next year. The goals and the employee's progress in meeting those goals shall be reviewed at the six-month review session and at the next annual evaluation. The following are suggested areas of employee counseling and possible goal setting. The list is not all-inclusive.

- **Job Knowledge:** Department Procedure, Law/Code, Technical Knowledge, Village Geography, Equipment, Investigative Skills
- **Productivity:** Production Level, Report Quality, Public Contacts, Consistency, Safety, Community Policing
- **Work Habits:** Vehicle/Equipment Care, Uniform/Grooming, Use of Time, Attention to Detail, Initiative, Completeness of Work, Problem Solving
- **Personal Skills:** Physical Fitness/Appearance, Teamwork, Courtesy, Judgment, Communication Skills
- **Job Enrichment/Advancement:** Training, Education, Inter-Department Presentations, Inter-Department Assignment, Leadership

FIRST GOAL: General order production.

SECOND GOAL: Safety awareness and accident reduction.

THIRD GOAL: Continue accountability tracking.

OTHER GOALS: Remain as confidant to the chief with new ideas and pressing issues.

COMMENTS OF EMPLOYEE:

[REDACTED]

EMPLOYEE
(Signature indicates only that employee has reviewed this appraisal.)

1/14/05
DATE

I request additional review

[REDACTED]

RATER

01-05-05
DATE

[REDACTED]

RATER'S SUPERVISOR

01-13-05
DATE

[REDACTED]

DEPUTY CHIEF OF POLICE

1/12/05
DATE

[REDACTED]

CHIEF OF POLICE

01-05-05
DATE

Carpentersville Police Department Six Month Goal Review Report

Employee's Name/Star Number: *CURT BORMAN*

Supervisor's Name/Star Number: *R. LOWEN #30*

Date of Review: *07-22-05*

Rating Period: *01-12-05 — 07-12-05*

INSTRUCTIONS: At the beginning of each evaluation period, the employee and supervisor will have developed goals to be worked during the new evaluation period. Goals and objectives may be selected from the suggested areas listed below. The list is not all-inclusive. At the end of the first six-month period, the employee and supervisor will evaluate how well the officer is working towards achieving the goals set for the period. They will adjust goals as necessary for trends and changes and set new goals to replace those already achieved. The rater and employee shall establish a minimum of three goals for the next six months.

Job Knowledge
Department Procedure
Law/Codes
Technical Knowledge
Village Geography
Equipment
Investigative Skills

Productivity
Production Level
Report Quality
Public Contacts
Consistency
Safety
Community Policing

Work Habits
Vehicle/Equipment Care
Uniform /Grooming
Use of Time
Attention to Detail
Initiative
Completeness of Work
Problem Solving

Personal Skills
Physical Fitness/Appearance
Teamwork
Courtesy
Judgment
Communications Skills

Job Enrichment/Advancement
Training
Education
Inter-Dept. Presentation
Inter-Dept. Position Assignment
Leadership

Each Category must include at least one long-term goal and three short-term goals.

1st Six Months - Review of Goals

Job Knowledge:

Productivity: *Gen. Order Production -*

New orders are complete and in approval process. Inspections G.O. will be great addition.

Work Habits:

Continue Accountability Tracking:

Task lists in place. Progress has been made. More progress necessary but out of MR. BORMAN'S control.

Personal Skills:

Remain as confident to the Chief w/ new ideas & pressing issues. — continues to seek out innovation & problem solving. loyal employee.

Job Enrichment/Advancement:

Safety Awareness - Accident Reduction - HAS instituted exceptional ideas to limit accidents & make employees aware of safety concerns.

New or Adjusted Goals set upon review for the next six months:

FIRST GOAL: #1. Assist interim Chief Neumann during transition process.

SECOND GOAL: #2. Finalize records manager hiring process and bring records manager on board.

THIRD GOAL: #3. Completion of periodic tasks due report. Include position, supervisor, task & data due for Police Chief to hold employees accountable.

EMPLOYEE

DATE

RATER

DATE

RATER

SUPERVISOR

DATE

DEPUTY CHIEF OF POLICE

DATE

CHIEF OF POLICE

DATE

Curt does an outstanding job. We are very fortunate to have him on our staff.

[Signature] 8/12/05



VILLAGE OF CARPENTERSVILLE

PERFORMANCE EVALUATION AND COUNSELING FORM

POLICE CIVILIAN

EMPLOYEE:	<u>Curt Beaman</u>	POSITION:	<u>Asst. to Police Chief</u>
RATER/RANK:	<u>R. Lowen, Chief of Police</u>	EVALUATION PERIOD:	<u>07.12.01 to 10.12.01</u>
<input type="checkbox"/> ANNUAL REVIEW	<input checked="" type="checkbox"/> OTHER: <u>Quarterly Civilian Employee</u>		

INSTRUCTIONS

Using the numerical scale below, compare the performance of the employee being rated against the performance criteria listed for each factor. Select the number that best indicates your perception of that individual's performance on each of the criterion and enter it in the box provided. Then, enter a number indicating a composite or overall evaluation for the factor. Your complete evaluation should not necessarily reflect an average of the criteria rating because some criteria are more important than others. You must cite examples of past performance.

EVALUATION SCALE

N/A	NOT APPLICABLE	EVALUATION OF FACTOR OR CRITERION IS INAPPROPRIATE FOR EMPLOYEE BEING RATED
1	UNSATISFACTORY	UNACCEPTABLE PERFORMANCE THAT MUST RECEIVE IMMEDIATE ATTENTION
2	BELOW EXPECTATION	ERRATIC PERFORMANCE, FALLING SHORT OF THAT NORMALLY EXPECTED
3	MEETS EXPECTATION	GENERALLY SATISFIES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
4	EXCEEDS EXPECTATION	PERFORMANCE SURPASSES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
5	OUTSTANDING	EXEMPLARY PERFORMANCE FAR SURPASSING PERFORMANCE CRITERIA

FACTOR I: JOB KNOWLEDGE

5	Understands and promotes department mission and values
5	Understands department policies, procedures, work rules, and operations
5	Understands responsibilities and scope of duties
5	Possess necessary skills and technical competence to perform duties
5	Properly uses tools, equipment, and department property essential to assigned duties
5	Exhibits ability to learn and to apply new skills
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Professional individual with excellent problem solving abilities. Ever vigilant to improve C.P.S. where applicable.

FACTOR II: PRODUCTIVITY

5	Prioritizes and plans work activities
5	Meets deadlines
5	Works effectively under pressure; manages overlapping tasks and projects
5	Maintains necessary records and documentation
5	Adapts to changes in work environment
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Multitasking professional. Prioritizes on own when conflict in tasks arises asks for direction or clarification.

FACTOR III: DEPENDABILITY

5	Work product is accurate and thorough
5	Works independently; requires minimal supervision
5	Assumes responsibilities consistent with position
5	Willingly takes on additional responsibilities as necessary
5	Anticipates potential problems and conceives innovative, creative solutions
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation: *Always an look out to improve operation. Creative and innovative.*

FACTOR IV: RELATIONS WITH CITIZENS AND THE COMMUNITY

5	Demonstrates courtesy and sensitivity in interactions with citizens
5	Responds promptly to citizens' needs
5	Complaints made by citizens against this employee are not substantiated
5	Anger and verbal abuse from citizens do not adversely affect performance
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation: *Minimal exposure to public. When occurrences do occur, represents C.D.D. & Village of C. with Professionalism.*

FACTOR V: WORKING RELATIONSHIPS AND COOPERATION WITH OTHER DEPARTMENT PERSONNEL

5	Complaints made by co-workers against this employee are not substantiated
5	Works well with others; facilitates cooperation
5	Problems in work relationships are quickly and professionally resolved
5	Offers assistance and support to others
5	Few and only minor problems occur because of poor communication or coordination of activities
5	Responsive to receiving instruction or training
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation: *Excellent communicator. Well accepted by fellow employees. Great fit in department.*

FACTOR VI: CARE OF DEPARTMENT EQUIPMENT

5	Follows operating and safety procedures in use and maintenance of department equipment
5	Loss or damage of equipment due to carelessness is rare
5	Identifies wear, malfunctions, damage to, and improper care of equipment and takes corrective action
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation: *Accident Committee Chair. Accident free. Good safety improvement suggestions.*

FACTOR VII: COMPLIANCE WITH SAFETY PROCEDURES AND REGULATIONS

5	No accidents caused by carelessness
5	Safety rules and procedures are followed and safety equipment is properly used
5	Reports potentially unsafe conditions
5	Accidents are reported without delay, and related reports are completed in prompt and correct manner
5	Work area (including vehicle, if applicable) and equipment are kept clean and orderly
5	Composite evaluation for factor

Demand's accountability regarding investigation of department accidents. work area impeccable.

Cite examples of past performance to support your evaluation:

FACTOR VIII: ADHERENCE TO POLICIES

5	Sets positive example by following Village and department policies, rules, and regulations
5	Appearance meets department standards
5	No abuse of meal periods, or other on duty time
5	Reports for duty on time and as scheduled
5	Gives proper notice in advance of absences. No noted abuse of sick or emergency leave
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

far exceeds appearance standards. Comes early - stays late. Excellent Time management.

FACTOR IX: OTHER ITEMS IMPORTANT TO SUPERVISOR

5	<i>no questions trust, loyalty.</i>
5	<i>commitment - committed to improving C.P.D.</i>
5	<i>innovation - ALWAYS vigilant on ideas to improve.</i>
5	<i>Accountability - accepts responsibility & performs.</i>
5	<i>Example - sets good example via work ethic.</i>
5	<i>Problem solving - remains calm - not easily shaken - Deals well with stress.</i>
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

OVERALL PERFORMANCE RATING: The Overall Performance Rating is based upon the preceding factors, but is not necessarily an average of the factors, as some are more important than others.

<input type="checkbox"/>	UNSATISFACTORY	Unacceptable performance.
<input type="checkbox"/>	BELOW EXPECTATION	Erratic performance falling short of that expected on most factors.
<input type="checkbox"/>	MEETS EXPECTATION	Performance generally satisfying rater's expectation on most performance criteria
<input type="checkbox"/>	EXCEEDS EXPECTATION	Performance surpassing rater's expectation on nearly all performance factors
<input checked="" type="checkbox"/>	OUTSTANDING	Exemplary overall performance deserving special recognition

REMEDIAL ACTIVITIES (Actions necessary to correct performance below expectation or unsatisfactory):

Continue along present lines.

EVALUATION OF GOALS ESTABLISHED IN THE PRECEDING YEAR:

JOB KNOWLEDGE:

- Priority & Goal setting -
Continues

PRODUCTIVITY:

- Policy & General Order Production -
Continues to update general orders and create new.

WORK HABITS:

Polivius brings to his attention.
- Accountability standards development. -

PERSONAL SKILLS:

Continues to improve task management & due date requirements.

JOB ENRICHMENT/ADVANCEMENT:

GOALS FOR THE NEXT YEAR

The rater and employee shall establish a minimum of three goals for the next year. The goals and the employee's progress in meeting those goals shall be reviewed at the six-month review session and at the next annual evaluation. The following are suggested areas of employee counseling and possible goal setting. The list is not all-inclusive.

- **Job Knowledge:** Department Procedure, Law/Code, Technical Knowledge, Village Geography, Equipment, Investigative Skills
- **Productivity:** Production Level, Report Quality, Public Contacts, Consistency, Safety, Community Policing
- **Work Habits:** Vehicle/Equipment Care, Uniform/Grooming, Use of Time, Attention to Detail, Initiative, Completeness of Work, Problem Solving
- **Personal Skills:** Physical Fitness/Appearance, Teamwork, Courtesy, Judgment, Communication Skills
- **Job Enrichment/Advancement:** Training, Education, Inter-Department Presentations, Inter-Department Assignment, Leadership

FIRST GOAL: Continue Accountability Tracking.

SECOND GOAL: Continue Safety Review Committee & Safety Awareness.

THIRD GOAL: Continue Gen. Order / Policy development.

OTHER GOALS:

COMMENTS OF EMPLOYEE:

[Redacted Signature]

10-28-04

DATE

EMPLOYEE

(Signature indicates only that employee has reviewed this appraisal.)

I request additional review

[Redacted Signature]

10-05-04

DATE

RATER

[Redacted Signature]

10/25/04

DATE

RATER'S SUPERVISOR

[Redacted Signature]

10/15/04

DATE

DEPUTY CHIEF OF POLICE

[Redacted Signature]

10-05-04

DATE

CHIEF OF POLICE



VILLAGE OF CARPENTERSVILLE

PERFORMANCE EVALUATION AND COUNSELING FORM

POLICE CIVILIAN

EMPLOYEE:	<u>Curt Boaman</u>	POSITION:	<u>Asst. to Police Chief</u>
RATER/RANK:	<u>R. Lowen Chief of Police</u>	EVALUATION PERIOD:	<u>4.12.04 - 7.12.04</u>
<input type="checkbox"/> ANNUAL REVIEW	<input checked="" type="checkbox"/> OTHER: <u>Quarterly - Probationary Civilian</u>		

INSTRUCTIONS

Using the numerical scale below, compare the performance of the employee being rated against the performance criteria listed for each factor. Select the number that best indicates your perception of that individual's performance on each of the criterion and enter it in the box provided. Then, enter a number indicating a composite or overall evaluation for the factor. Your complete evaluation should not necessarily reflect an average of the criteria rating because some criteria are more important than others. You must cite examples of past performance.

EVALUATION SCALE

N/A	NOT APPLICABLE	EVALUATION OF FACTOR OR CRITERION IS INAPPROPRIATE FOR EMPLOYEE BEING RATED
1	UNSATISFACTORY	UNACCEPTABLE PERFORMANCE THAT MUST RECEIVE IMMEDIATE ATTENTION
2	BELOW EXPECTATION	ERRATIC PERFORMANCE, FALLING SHORT OF THAT NORMALLY EXPECTED
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5	OUTSTANDING	EXEMPLARY PERFORMANCE FAR SURPASSING PERFORMANCE CRITERIA

FACTOR I: JOB KNOWLEDGE

5	Understands and promotes department mission and values
5	Understands department policies, procedures, work rules, and operations
5	Understands responsibilities and scope of duties
5	Possess necessary skills and technical competence to perform duties
5	Properly uses tools, equipment, and department property essential to assigned duties
5	Exhibits ability to learn and to apply new skills
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Embraces Dept. Mission - Proactively Pursues Processes To Assure Mission is met.

FACTOR II: PRODUCTIVITY

5	Prioritizes and plans work activities
5	Meets deadlines
5	Works effectively under pressure; manages overlapping tasks and projects
	Maintains necessary records and documentation
5	Adapts to changes in work environment
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

High Pressure Job. Keeps Supervisors informed of progress. Adapts to changes in priorities.

FACTOR III: DEPENDABILITY

5	Work product is accurate and thorough
5	Works independently; requires minimal supervision
5	Assumes responsibilities consistent with position
5	Willingly takes on additional responsibilities as necessary
5	Anticipates potential problems and conceives innovative, creative solutions
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

*Consistently takes on new responsibilities,
Problem solver AND suggests change appropriately.*

FACTOR IV: RELATIONS WITH CITIZENS AND THE COMMUNITY

	Demonstrates courtesy and sensitivity in interactions with citizens
	Responds promptly to citizens' needs
N/A	Complaints made by citizens against this employee are not substantiated
	Anger and verbal abuse from citizens do not adversely affect performance
	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

*NOT much interaction w/ public directly.
Pleasant personality when dealing w/ outside entities.*

FACTOR V: WORKING RELATIONSHIPS AND COOPERATION WITH OTHER DEPARTMENT PERSONNEL

5	Complaints made by co-workers against this employee are not substantiated
5	Works well with others; facilitates cooperation
5	Problems in work relationships are quickly and professionally resolved
5	Offers assistance and support to others
5	Few and only minor problems occur because of poor communication or coordination of activities
5	Responsive to receiving instruction or training
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

*Quat has done an excellent job of assisting others
AND has been readily accepted.*

FACTOR VI: CARE OF DEPARTMENT EQUIPMENT

5	Follows operating and safety procedures in use and maintenance of department equipment
5	Loss or damage of equipment due to carelessness is rare
5	Identifies wear, malfunctions, damage to, and improper care of equipment and takes corrective action
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Safety Committee Chair- sets good example.

FACTOR VII: COMPLIANCE WITH SAFETY PROCEDURES AND REGULATIONS

5	No accidents caused by carelessness
5	Safety rules and procedures are followed and safety equipment is properly used
5	Reports potentially unsafe conditions
5	Accidents are reported without delay, and related reports are completed in prompt and correct manner
5	Work area (including vehicle, if applicable) and equipment are kept clean and orderly
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Safety Committee Coordinator. Responsible for system that is in place & demands appropriate accountability.

FACTOR VIII: ADHERENCE TO POLICIES

5	Sets positive example by following Village and department policies, rules, and regulations
5	Appearance meets department standards
5	No abuse of meal periods, or other on duty time
5	Reports for duty on time and as scheduled
5	Gives proper notice in advance of absences. No noted abuse of sick or emergency leave
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Always early - stays late - Appearance exceeds standards. Professional example.

FACTOR IX: OTHER ITEMS IMPORTANT TO SUPERVISOR

5	<i>Confidentiality - no questions & trust</i>
5	<i>Innovation - consistently repairs & innovates</i>
5	<i>Loyal to superior & organization</i>
5	<i>Time management - utilizes time well - accomplishes much.</i>
5	<i>Accountability - has full plate - accepts & performs</i>
5	<i>Commitment - Solid commitment to P.D. & Village</i>
5	<i>Organizational fit - Adapts & fits well in organization.</i>
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Great addition to Department.

OVERALL PERFORMANCE RATING: The Overall Performance Rating is based upon the preceding factors, but is not necessarily an average of the factors, as some are more important than others.

<input type="checkbox"/>	UNSATISFACTORY	Unacceptable performance.
<input type="checkbox"/>	BELOW EXPECTATION	Erratic performance falling short of that expected on most factors.
<input type="checkbox"/>	MEETS EXPECTATION	Performance generally satisfying rater's expectation on most performance criteria
<input type="checkbox"/>	EXCEEDS EXPECTATION	Performance surpassing rater's expectation on nearly all performance factors
<input checked="" type="checkbox"/>	OUTSTANDING	Exemplary overall performance deserving special recognition

REMEDIAL ACTIVITIES (Actions necessary to correct performance below expectation or unsatisfactory):

NONE NOTED.

EVALUATION OF GOALS ESTABLISHED IN THE PRECEDING YEAR:

JOB KNOWLEDGE:

Priority & Goal setting sessions w/ chief continue.

PRODUCTIVITY:

*Policy/Gen. Order Production -
MET & exceeded POLICY REVIEW & PRODUCTION.*

WORK HABITS:

*ACCOUNTABILITY STANDARDS DEVELOPMENT -
VIGOROUSLY PURSUES TASK MANAGEMENT ACCOUNTABILITY
AND DUE DATE REQUIREMENTS.*

PERSONAL SKILLS:

JOB ENRICHMENT/ADVANCEMENT:

GOALS FOR THE NEXT YEAR

The rater and employee shall establish a minimum of three goals for the next year. The goals and the employee's progress in meeting those goals shall be reviewed at the six-month review session and at the next annual evaluation. The following are suggested areas of employee counseling and possible goal setting. The list is not all-inclusive.

- **Job Knowledge:** Department Procedure, Law/Code, Technical Knowledge, Village Geography, Equipment, Investigative Skills
- **Productivity:** Production Level, Report Quality, Public Contacts, Consistency, Safety, Community Policing

- **Work Habits:** Vehicle/Equipment Care, Uniform/Grooming, Use of Time, Attention to Detail, Initiative, Completeness of Work, Problem Solving
- **Personal Skills:** Physical Fitness/Appearance, Teamwork, Courtesy, Judgment, Communication Skills
- **Job Enrichment/Advancement:** Training, Education, Inter-Department Presentations, Inter-Department Assignment, Leadership

FIRST GOAL: Continue Accountability Tracking.

SECOND GOAL: Acquire training in applicable areas.

THIRD GOAL: Problem solve & priority setting w/ chief.

OTHER GOALS:

COMMENTS OF EMPLOYEE:

 [Redacted Signature]

7/26/04

DATE

EMPLOYEE
 (Signature indicates only that employee has reviewed this appraisal.)

I request additional review

 [Redacted Signature]

07.14.04

DATE

RATER

 [Redacted Signature]

7-21-04

DATE

RATER'S SUPERVISOR

 [Redacted Signature]

7/2/04

DATE

DEPUTY CHIEF OF POLICE

 [Redacted Signature]

07.12.04

DATE

CHIEF OF POLICE



VILLAGE OF CARPENTERSVILLE

PERFORMANCE EVALUATION AND COUNSELING FORM

POLICE CIVILIAN

EMPLOYEE: Curt Borman POSITION: Assistant to Police Chief
 RATER/RANK: R. Lowen, Chief of Police EVALUATION PERIOD: 01.12.04 - 4.12.04
 ANNUAL REVIEW OTHER: Quarterly

INSTRUCTIONS

Using the numerical scale below, compare the performance of the employee being rated against the performance criteria listed for each factor. Select the number that best indicates your perception of that individual's performance on each of the criterion and enter it in the box provided. Then, enter a number indicating a composite or overall evaluation for the factor. Your complete evaluation should not necessarily reflect an average of the criteria rating because some criteria are more important than others. You must cite examples of past performance.

EVALUATION SCALE

N/A	NOT APPLICABLE	EVALUATION OF FACTOR OR CRITERION IS INAPPROPRIATE FOR EMPLOYEE BEING RATED
1	UNSATISFACTORY	UNACCEPTABLE PERFORMANCE THAT MUST RECEIVE IMMEDIATE ATTENTION
2	BELOW EXPECTATION	ERRATIC PERFORMANCE, FALLING SHORT OF THAT NORMALLY EXPECTED
3	MEETS EXPECTATION	GENERALLY SATISFIES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
4	EXCEEDS EXPECTATION	PERFORMANCE SURPASSES RATER'S EXPECTATION ON PERFORMANCE CRITERIA
5	OUTSTANDING	EXEMPLARY PERFORMANCE FAR SURPASSING PERFORMANCE CRITERIA

FACTOR I: JOB KNOWLEDGE

5	Understands and promotes department mission and values
5	Understands department policies, procedures, work rules, and operations
5	Understands responsibilities and scope of duties
5	Possess necessary skills and technical competence to perform duties
5	Properly uses tools, equipment, and department property essential to assigned duties
5	Exhibits ability to learn and to apply new skills
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Excellent resource. Not only understands Dept. Mission is active in restructuring and assuring mission is being met.

FACTOR II: PRODUCTIVITY

5	Prioritizes and plans work activities
5	Meets deadlines
5	Works effectively under pressure; manages overlapping tasks and projects
5	Maintains necessary records and documentation
5	Adapts to changes in work environment
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Pressure environment. Juggles tasks extremely well and able to change priorities on a minutes notice.

FACTOR III: DEPENDABILITY

5	Work product is accurate and thorough
5	Works independently; requires minimal supervision
5	Assumes responsibilities consistent with position
5	Willingly takes on additional responsibilities as necessary
5	Anticipates potential problems and conceives innovative, creative solutions
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Vigilant for upcoming minefields. Works independently. Consistent producer of excellent work product.

FACTOR IV: RELATIONS WITH CITIZENS AND THE COMMUNITY

	Demonstrates courtesy and sensitivity in interactions with citizens
N/A	Responds promptly to citizens' needs
N/A	Complaints made by citizens against this employee are not substantiated
	Anger and verbal abuse from citizens do not adversely affect performance
	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Presently not much interaction w/ public. When work load becomes contractable this could change.

FACTOR V: WORKING RELATIONSHIPS AND COOPERATION WITH OTHER DEPARTMENT PERSONNEL

5	Complaints made by co-workers against this employee are not substantiated
5	Works well with others; facilitates cooperation
5	Problems in work relationships are quickly and professionally resolved
5	Offers assistance and support to others
5	Few and only minor problems occur because of poor communication or coordination of activities
5	Responsive to receiving instruction or training
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

New employee in an environment not readily accepting of outsiders. HAS done excellent job of being accepted and readily assists co-workers.

FACTOR VI: CARE OF DEPARTMENT EQUIPMENT

5	Follows operating and safety procedures in use and maintenance of department equipment
5	Loss or damage of equipment due to carelessness is rare
5	Identifies wear, malfunctions, damage to, and improper care of equipment and takes corrective action
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Responsible for office equipment and cell phone. Works well with limited resources available to him.

FACTOR VII: COMPLIANCE WITH SAFETY PROCEDURES AND REGULATIONS

5	No accidents caused by carelessness
5	Safety rules and procedures are followed and safety equipment is properly used
5	Reports potentially unsafe conditions
5	Accidents are reported without delay, and related reports are completed in prompt and correct manner
5	Work area (including vehicle, if applicable) and equipment are kept clean and orderly
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Newly Appointe Accident Review Committee Chairman. Responsible for new Accident Reporting procedures. - Accident free.

FACTOR VIII: ADHERENCE TO POLICIES

5	Sets positive example by following Village and department policies, rules, and regulations
5	Appearance meets department standards
5	No abuse of meal periods, or other on duty time
5	Reports for duty on time and as scheduled
5	Gives proper notice in advance of absences. No noted abuse of sick or emergency leave
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

Sets excellent example following rules, by appearance, Reports for duty early - leaves late, Positive, Professional example.

FACTOR IX: OTHER ITEMS IMPORTANT TO SUPERVISOR

5	<i>Confidentiality - unquestioned trust.</i>
5	<i>Innovation - consistently supplies cutting edge ideas.</i>
5	<i>LOYALTY - Supportive, honest, good counsel.</i>
5	<i>Time Management - utilizes time well, prioritizes for self & others.</i>
5	<i>Accountability - Accepts responsibility and encourages same from Dept.</i>
5	<i>Commitment - strives to improve Carpentersville P.D.</i>
5	<i>ORGANIZATIONAL fit - Adapted well to C.P.D.</i>
5	Composite evaluation for factor

Cite examples of past performance to support your evaluation:

See above.

OVERALL PERFORMANCE RATING: The Overall Performance Rating is based upon the preceding factors, but is not necessarily an average of the factors, as some are more important than others.

<input type="checkbox"/>	UNSATISFACTORY	Unacceptable performance.
<input type="checkbox"/>	BELOW EXPECTATION	Erratic performance falling short of that expected on most factors.
<input type="checkbox"/>	MEETS EXPECTATION	Performance generally satisfying rater's expectation on most performance criteria
<input type="checkbox"/>	EXCEEDS EXPECTATION	Performance surpassing rater's expectation on nearly all performance factors
<input checked="" type="checkbox"/>	OUTSTANDING	Exemplary overall performance deserving special recognition

REMEDIAL ACTIVITIES (Actions necessary to correct performance below expectation or unsatisfactory):

Absolutely none noted.

EVALUATION OF GOALS ESTABLISHED IN THE PRECEDING YEAR:

JOB KNOWLEDGE:

initial rating period.

PRODUCTIVITY:

WORK HABITS:

PERSONAL SKILLS:

JOB ENRICHMENT/ADVANCEMENT:

GOALS FOR THE NEXT YEAR

The rater and employee shall establish a minimum of three goals for the next year. The goals and the employee's progress in meeting those goals shall be reviewed at the six-month review session and at the next annual evaluation. The following are suggested areas of employee counseling and possible goal setting. The list is not all-inclusive.

- **Job Knowledge:** Department Procedure, Law/Code, Technical Knowledge, Village Geography, Equipment, Investigative Skills
- **Productivity:** Production Level, Report Quality, Public Contacts, Consistency, Safety, Community Policing

- **Work Habits:** Vehicle/Equipment Care, Uniform/Grooming, Use of Time, Attention to Detail, Initiative, Completeness of Work, Problem Solving
- **Personal Skills:** Physical Fitness/Appearance, Teamwork, Courtesy, Judgment, Communication Skills
- **Job Enrichment/Advancement:** Training, Education, Inter-Department Presentations, Inter-Department Assignment, Leadership

FIRST GOAL: Continue to develop Accountability STANDARDS

SECOND GOAL: Revise/produce one policy/general order per month.

THIRD GOAL: Assist priority setting for Dept. goals w/ chief

OTHER GOALS:

COMMENTS OF EMPLOYEE:

I appreciate being given this unique opportunity, and I look forward to enhancing my technical expertise. Thank you for your vote of confidence.

 [Redacted Signature]

4/30/04
 DATE

EMPLOYEE
 (Signature indicates only that employee has reviewed this appraisal.)

I request additional review

 [Redacted Signature]

4.26.04
 DATE

RATER

 [Redacted Signature]

5-5-04
 DATE

RATER'S SUPERVISOR

 [Redacted Signature]

4/30/04
 DATE

DEPUTY CHIEF OF POLICE

 [Redacted Signature]

04.26.04
 DATE

CHIEF OF POLICE

CURT BORMAN

March 15, 2007

Chief David Neumann
Carpentersville Police Department
1200 L. W. Besinger Drive
Carpentersville, IL 60110-2099

Dear Chief Neumann:

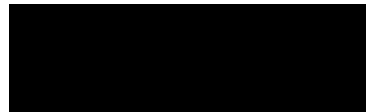
Please accept my resignation as Administrative Assistant to the Chief of Police, effective at 6:00 p.m. on March 29, 2007. After long and careful consideration, I have accepted another position that will allow me to broaden my legal experience and knowledge and build upon the skills I have developed while working for the Village of Carpentersville.

Thank you for the opportunities for professional and personal development that you have offered over the past three years. I appreciate the trust you have placed in me during my tenure with the Police Department.

I wish you continued success in going forward with your bold vision for the future of the department.

If I can be of any help during this transition, please let me know.


Sincerely,



Curt Borman



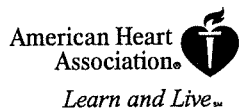
CARPENTERSVILLE
DEPARTMENT OF POLICE

TO: All Personnel
FROM: Chief David Neumann 
DATE: March 30, 2007
SUBJECT: Personnel Order 07-05: Resignation

Effective March 30, 2007, Administrative Assistant Curt Borman has resigned from the Carpentersville Police Department.

Distribution:

Personnel File
Administrative Bulletin Board



Heartsaver First Aid
Curt Borman

This card certifies that the above individual has successfully completed the national cognitive and skills evaluations in accordance with the curriculum of the AHA for Heartsaver First Aid and:
Adult CPR / Adult CPR & AED / Child CPR & AED and Infant CPR / Environmental
05/19/05 05/19/07

Issue Date

Recommended Renewal Date

AHA Region Illinois

Community Training Center Sherman

Training Site Carpentersville

Instructor Wendy Kraemer

Holder's Signature

©2000 American Heart Association Tampering with this card will alter its appearance. 70-2812

[INSERT NEXT RECORD INDICATOR HERE]

70-2812 R6/04

ILLINOIS STATE POLICE



Certificate of Training

awarded to

Curt Borman

for successfully completing the
Law Enforcement Agencies Data System
Less Than Full Access
Computer Based Training Course.

Saturday, August 12, 2006

Completed

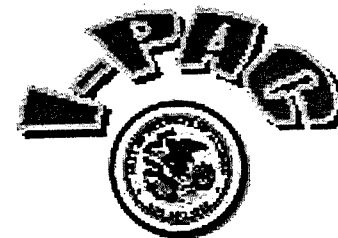
Tuesday, August 12, 2008

Expires

Illinois Police Accreditation Coalition Certificate of Completion

is hereby granted to:

Curt Borman



Dedicated to Professionalism

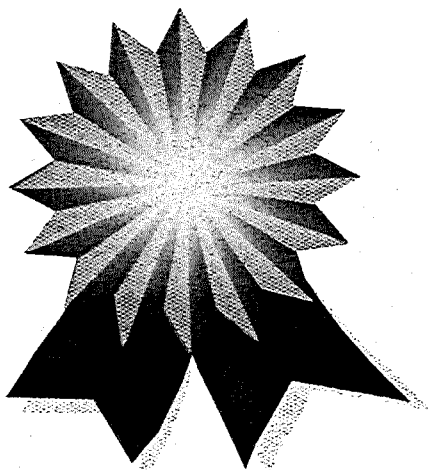
to certify that he has completed to satisfaction
LEO Flying While Armed Course

May 18, 2005

Granted By:

Edward Goodman

Training Director



INTERGOVERNMENTAL RISK
MANAGEMENT AGENCY

Four Westbrook Corporate Center, Suite 940
Westchester, IL 60154



CERTIFICATE OF COMPLETION

This is to certify that *Curt Borman*
Of Village of Carpentersville, 1200 L W Besinger Drive, Carpentersville, IL 60110

has attended IRMA's Educational Session on

**"Claims Coordinator Orientation with
The Basics of Workers' Compensation"**

CEU Awarded: 2 contact hours

Date: March 2, 2005

Jacqueline Streid

Director, Training & Education

Larry Y. Bush

Executive Director

Certificate of Achievement

**Curtis
Borman**

of

Carpentersville Police Department

*has successfully completed
all required coursework in*

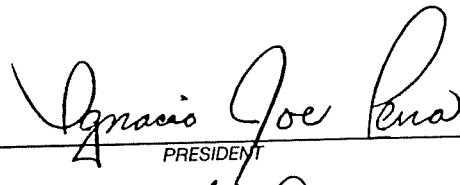
Professional and Legal Requirements in the Personnel Process In-House 2.00 Hours

ON

Wednesday, October 20, 2004

as provided by

North East Multi-Regional Training, Inc.



PRESIDENT



DIRECTOR

Certificate of Achievement

**Curtis
Borman**

of

Carpentersville Police Department

*has successfully completed
all required coursework in*

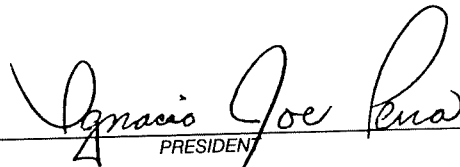
Professional and Legal Requirements in the Personnel Process In-House 2.00 Hours

ON

Wednesday, October 20, 2004

as provided by

North East Multi-Regional Training, Inc.



PRESIDENT



DIRECTOR

INTERGOVERNMENTAL RISK
MANAGEMENT AGENCY
Four Westbrook Corporate Center, Suite 940
Westchester, IL 60154



CERTIFICATE OF COMPLETION

This is to certify that *Curt Borman*
of Village of Carpentersville, 1200 L W Besinger Drive, Carpentersville, IL 60110

has attended IRMA's Educational Session on

"Safety/Claims Coordinator Workshop"

CEU Awarded: 2 contact hours

Date: November 18, 2004

Jacqueline Streid

Director, Training & Education

Larry Y. Bush

Executive Director

ILLINOIS STATE POLICE



Certificate of Training

awarded to

Curt Borman

for successfully completing the
Law Enforcement Agencies Data System
Less Than Full Access
Computer Based Training Course.

Saturday, September 18, 2004

Completed

Monday, September 18, 2006

Expires



Certificate of Attendance

Awarded to

Curt Borman

For participation in the
**Citizen Complaint Intake and Investigation Processes
Videoconference**

Des Plaines, Illinois

January 14, 2004

Linda L. Drager, Director
Regional Institute for Community Policing



INTERGOVERNMENTAL RISK
MANAGEMENT AGENCY

One Oakbrook Terrace, Suite 412
Oakbrook Terrace, IL 60181



CERTIFICATE OF COMPLETION

This is to certify that *Curt Borman*
Of Village of Carpentersville, 1200 L W Besinger Drive, Carpentersville, IL 60110

has attended IRMA's Educational Session on

"Practical Behavior-Based Safety: Finding the Source of Hazards"

CEU Awarded: 4 contact hours

Date: March 3, 2004

Jacqueline Streid

Director, Training & Education

Larry Y. Bush

Executive Director