

PERFORMANCE APPRAISAL FORM - TRANSPARENCY

NAME OF EMPLOYEE	Duane Parrish as Agency Rep
JURISDICTION (City, County, State, or Federal)	State, South Carolina
FUNTION, JOB or ROLE	Agency Director
ORGANIZATION	South Carolina Parks, Recreation, and Tourism Department
LOCATION	State wide
PERIOD OF PERFORMANCE	September 1, 2012 – December 12, 2012
PRELIMINARY OR FINAL	Preliminary
APPRAISER	Katrina Fay, Laurens County Citizen Boss

Summary of findings.

Good faith mistakes or oversight in single process not likely to result in consistent evasiveness, defensiveness and obstructive responses demonstrated by all Department personnel contacted by Boss. Initial calls to agency left messages concerning potential misuse of funding disbursed from agency. Continued lack of response to repeated calls is noteworthy in absence of concern. Agency culture is normally attributable to leadership. Mr. Parrish failed to respond to questions about Accountability report's absence of specific fiscal oversight processes in particular area of monies disbursed by Department. Although Mr. Parrish is responsible Department processes and disclosure in Accountability report, response to Boss inquiry was delegated to agency employee subordinate without authority to address Accountability report. Said subordinate continued obstructive approach with polite evasion and diversion, and demonstrated defensive unwillingness to answer Boss questions on details of agency document over which employee does have authority. Follow up attempts to obtain specific answers were met by can only be reasonably considered complete lack of understanding, or, purposeful evasiveness. Department's refusal to address specific questions of oversight in one area implicates similar lack of oversight in all areas. Obstructive approach damages trust and suggests defensive concealment of known process deficiencies. Approach is in direct contradiction to substantive intent already written in plain English of SC Freedom of Information Act section section 30-4-14 and suggests Department operations don't support FOIA intent with quantifiable metrics or documented processes and SOPs.

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INSTRUCTIONS

Section I. Please indicate your assessment of the performance of the named employee based on the data compiled in Section III.

1. All input should be based on your interaction with the employee and documented records. Hearsay, rumor, and speculative opinion have no place in performance input.
2. Your feedback must be objective, i.e, it should meet the following:
 - your personal likes, dislikes and biases should be set aside.
 - your input should be verifiable and specific.
 - input should be based on a pattern of performance, not a specific incident.

Section II. List any plans developed with employee to improve performance.

Section III. Attach documented employee performance data Include Freedom of Information Act requests and related correspondence; documents released in response to requests; and any other documented evidence of employee job performance.

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SECTION I = Definitions and rating: Transparency

Timeliness of Response to Boss Inquiries

- E = Exceeds expectations.** Quantifier: Immediately, within one business day
- M = Meets expectations.** Quantifier: Within a few business days
- B = Below expectations.** Quantifier: 5 or more business days with claim of vacation, travel, or other reason for delay. Employee representative failed to provide notice of delay during Boss' initial inquiry (voicemail didn't indicate out of office status; receptionist didn't notify Boss; etc.)
- F = Fails to perform.** Quantifier: Repeatedly ignored Boss's calls. Boss had to send written correspondence before employee responded.

Rating Mr. Parrish, F (Ms. Cushman, M)

Describe the basis for your rating. Documentation support must be included in section III.

Boss' first inquiry was by telephone to Mr Parrish, Director, and Ms. Duffy, Chief of Staff. Despite repeated contacts, nobody from agency returned calls. Calls were initiated during one week and continued during following week. Boss initiated follow up email to above agency members on Monday following second week. When Boss called after email, assistant notified Boss agency employee Ms. Cushman would be responding. Response time of Ms. Cushman from that date is within normal business range.

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SECTION I = Subordinate Transparency, Definitions

Willingness to discuss and disclose non-confidential job performance information

- E = Exceeds expectations.** Quantifier: Demonstrated sincere interest in concerns; listened for understanding; asked clarifying questions to help understanding of Boss's point and repeated Boss' point to make sure of understanding; offered unsolicited objective information (documents and data) to support answers; admitted to lack of knowledge and committed to a date to contact Boss with meaningful answer; and any other actions demonstrating positive customer service approach and desire to deliver excellence in performance
- M = Meets expectations.** Quantifier: Some interest in concerns; somewhat listened for understanding; able to accurately repeat some of Boss concerns; when asked, offered additional information to support answers given to Boss; when asked, admitted lack of knowledge; when asked for information subordinate lacks, agreed to find information and call Boss back, or, provides Boss with name of individual who can answer question; any other actions demonstrating lack of evasion, obstruction.
- B = Below expectations.** Quantifier: No interest in concerns; listening to speak; not able to accurately represent Boss questions; when asked for additional information, asserts lack of ability to find information, doesn't know where information could be found; doesn't offer Boss any option for obtaining information, doesn't refer Boss to other source, and other actions demonstrating lack of minimum customer service approach.
- F = Fails to perform.** Quantifier: Demonstrated obstructive, evasive approach; defensive responses; repeatedly misstates Boss clarifications and reiterations as if subordinate doesn't understand; answers Boss inquiries with responses that aren't relevant, logical, or meaningful to discussion at hand; attempts to divert Boss to other subjects; asserts general reasons information can't be provided to Boss, like lack of jurisdiction and other generalities without foundation as to how said general reasons apply to the specific information Boss requested; and all other actions demonstrating defensive, obstructive posture of concealing specific job performance information from Boss.

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SECTION I = Subordinate Transparency, Definitions

Willingness to disclose non-confidential job performance information (continued)

Rating F

Describe the basis for your rating. Documentation support must be included in section III

Reponses of Department members are documented in Section III. Boss repeated clarification and iteration of specific question on specific terms on specific pages of published PARD grant documents. All members of agency avoided disclosure. Consistent pattern appears to be defensive concealment rather than interest in improving citizen perception of service. No evidence of meaningful commitment to agency process improvement. Accountability report appears to be treated as 'marketing' document.



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SECTION II – Employee Performance Improvement Plan

Appraiser Comment: This section NA. Employee hasn't demonstrated any interest in meeting performance expectations of Boss. Employee appears to direct performance towards goals in support of direction set by immediate government supervisor, SC Governor. Governor hasn't set any quantifiable goals of state operations to deliver improved transparency.

GOALS

1. Short range
 - a. Insert list.

2. Long range (may not be applicable to all job positions)

Developmental Objectives, and Activities to meet these objectives

Objectives – learning; teaching; mentoring; modeling; etc.	Activity – OJT; Self study; seminars; etc.	Source	Start – Finish schedule	Actual completion date

KJ7

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SECTION II – Job Performance Data

1. AGENCY DOCUMENTATION

PARD agreement page 7 requires the government sponsor of Department grant monies to operate the land or facility the sponsor improved.

2. DOCUMENTS, RECIPIENT MISUSE OF DEPARTMENT MONIES

Posted at Investigations: County Council I, County Administrator, Hickory Tavern Youth Recreational Association

3. CORRESPONDENCE, ATTEMPTS TO WORK WITH AGENCY

Multiple unanswered phone messages to Agency Director Parrish, of reported misuse of Department funding and agency process deficiencies.

Email to Mr. Parrish and Ms. Duffy, agency chief of staff with letter reporting allegations of Department process deficiencies.

Letter reporting PARD process deficiencies, Department lack of oversight, misuse of disbursed funding.

Email to Ms. Alicia Cushman, Department PARD coordinator, reiterating questions and issues discussed during telephone conference.

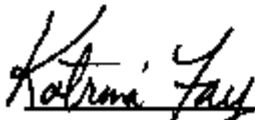
Response (included above) from Ms. Cushman avoids answering.

Email to Ms. Cushman reiterating questions and giving notice response appears attempt to conceal something and implicates lack of oversight is Department wide.

Response from agency counsel, similar avoidance, evades answering why Department doesn't enforce terms of agreement

Email to counsel, notification of apparent defensive stonewalling to conceal. Good faith reiteration and request to directly respond.

Email to department leadership contacted, provided opportunity to respond to draft interim review.



December 17, 2012

Signature of Appraiser, Date