From:

Campbell, Ron (JUS)

ent:

August 27, 2009 4:22 PM

To:

Flindall, Robert (JUS); Filman, Shaun (JUS); Postma, Jason (JUS); Nie, Richard (JUS)

Cc:

Kohen, Colleen (JUS); Johnston, Mike P. (JUS)

Subject:

PCS066 for Mike Jack

Rob. Please read the below emails. S.Sgt Kohen requires electronic copies of Cst. Jack's evaluations emailed to her. We will have a phone meeting 2pm on Monday 31 Aug 09 I think we will call from the board room phone. Ron

You sure can., 505 4030.

Are you sending the PCS66P via e mail as my office is in Burlington Det... I only go to GHQ once a week to pick up the originals

Colleen

From:

Campbell, Ron (JUS)

Sent:

August 27, 2009 4:07 PM

To:

Kohen, Colleen (JUS)

Subject:

RE: PC Jack

could we call you about 2pm on Monday??

-----Original Message-----

From:

Kohen, Colleen (JUS)

Sent:

Thursday, August 27, 2009 3:58 PM

To: Cc:

Campbell, Ron (JUS) Johnston, Mike P. (JUS)

Subject:

RE: PC Jack

Hi Ron

I am more then willing to assist. I have reviewed my file and can say that I have received month 1 and 2 (combined) and month 3 and 4 PCS66P

I was at GHQ yesterday and no other PCS66P for Prob Jack was there. He is currently in month 8 . I assume they have been submitted to Region ?

For the conf call would it be possible to get an e-mail copy of month 6 and 7 .. For me to review.

I am good Monday or Tuesday next week and just let me know what time and where to call into .

Colleen

C.S.Kohen Staffing Officer Career Development Bureau 905 681-2511 (office) 505 4030 (VNET) 905 973- 8877 (cell)

From:

Campbell, Ron (JUS)

Sent: To: August 24, 2009 1:57 PM Flindall, Robert (JUS)

Cc: Subject: Conway, Jane (JUS); Johnston, Mike P. (JUS)

Rob & Jane:

Rob I take it the brief Crown Attorney Brian Gilkinson contacted me on and the email stating there was absolutely no grounds for a charge in this matter of criminal harassment was the information brief that Shawn Filman and Mike Jack were putting together for review by the Crown? Is this correct? Or was this RM09092516 and Shaun is still working on the submission? Please advise.

Secondly Jane in your review of the information on the street and A case case did you see this brief prior to getting sent in and with your review of the file do you see any chance or charges or assignments that need completed?

Please advise Ron

28

From: 3ent: Campbell, Ron (JUS)

Jent To: August 20, 2009 1:36 PM Flindall, Robert (JUS)

Subject:

RE:

I have no idea. No one has mentioned anything to me. Ron

-----Original Message-----

From:

Flindall, Robert (JUS)

Sent:

Thursday, August 20, 2009 12:02 PM

To:

Campbell, Ron (JUS)

Subject:

A question for you when you're not busy - What has been the view of region in regards to PC Jack? Are they all with anything we've done/not done - aka are we in any shit? Or are they satisfied with everthing that's hap to be a satisfied with everthing that satisfied with everthing the satisfied with everthing that satisfied with everthing the satisfied with ev

Robert Flindall

Sgt. 9740

Peterborough County OPP

VNET 508-4120 Tel: (705) 742-0401 Fax: (705) 742-9247

From:

Campbell, Ron (JUS)

Sent:

August 20, 2009 1:24 PM

To:

Lafreniere, Bob (JUS); Flindall, Robert (JUS) Nie, Richard (JUS); Postma, Jason (JUS)

Cc: Subject:

RE: Constable Michael Jack

Rob I have read this email message. My thoughts are as follows: Being a Probationary Officer why did the coach not review and deem suitable or unsuitable. Since all briefs are screened who screened it and forwarded onto the court office. Since it is apparent there needs to be some guidance please review and either assign someone to assist or provide him with the direction. Hopefully this will keep this from being a re-ocurring theme.

I have also cc Rich Nie and Jason Postma as they will need to monitor this in the future with Cst. Jack.

Tks Ron

----Original Message----

From:

Lafreniere, Bob (JUS)

Sent: To: Thursday, August 20, 2009 12:20 PM

Cc:

Flindall, Robert (JUS) Campbell, Ron (JUS)

Subject:

Constable Michael Jack

Re: Constable Michael Jack

To: Staff Sergeant Campbell and Sergeant Flindall

Hello Ron and Robert,

May I respectfully suggest that Constable Jack needs some guidance? I am seeing a bit of an ongoing pattern in his work that raises concerns.

Referring to the most recent file on an accused, First Appearance is August 27.



I got the Information sworn this morning. Following which, the file was returned by CAO staff to the OPP Court Office to be reviewed.

There are apparently five witnesses and one complainant.

- · The statement of the complainant is not present in the file
- Notes: Copies of notebook notes with author unknown (however, probably Jennifer Payne. I will label as probably a simple oversight on her part)

Perhaps of more concern are deficiencies in the synopsis of the circumstances. I am wondering if it might be appropriate for Constable Jack to inform the reader who the players are? There are five witnesses indicated in the witness list and one complainant, none of which are identified in the synopsis.

The synopsis, as you will see, concludes with " family and friends went to the main office to see the resort manager who contacted the police."

This synopsis lacks the basic principles of the conclusion i.e. the arrest . Who, What, Where, When, How and Why.

Similarly, in the case of the synopsis in this case contains a significant amount of irrelevant information. There is little provided on the allegation of Criminal Harassment. In fact, I got the Information sworn yesterday, however in review, I have a very uncomfortable feeling about it and will discuss it further with the CAO as the file has been forwarded. I have read this synopsis more carefully and I would go as far as to suggest the charge of Criminal Harassment should be withdrawn on August 27. I will let a CA review.

Sergeant Flindall, may I ask you to view the two occurrences and to consider my thoughts.



Thank you,

Bob

30

From:

Campbell, Ron (JUS)

3ent:

August 20, 2009 9:29 AM

To:

Jack, Michael (JUS); Flindall, Robert (JUS); Postma, Jason (JUS); Nie, Richard (JUS)

Cc:

Johnston, Mike P. (JUS); Gozzard-Gilbert, Shelley (JUS)

Subject:

Re: Michael Jack Platoon D

Mike: As you are currently scheduled to complete your last day 20 Aug 09 prior to commencing CTO according to the schedule. Your date for moving from Platoon A to Platoon D was set for August 30th 2009.

I have reviewed the schedule and posted it below. Please see Sgt Flindall today as depending what you want to do with 2 days will make a difference to the date you start on D.

Presently the Rosters are as follows.

Days Aug 24,25,25,27,28, 29, 30, 31, 01,02,03, 04,05,06,07, 08,09

Platoon A cto,cto r r cto,cto,cto r r cto cto r r r 6 cto r

Platoon D r r 18,18, r, r, r, 6 6 r, r, 6, 6, 6, r, r, 6 In order for you to keep the same time frame off you would take cto now on 31Aug & 01 Sep,

If you want to keep the same amount of CTO days means you would either work Fri 4 & 5 Sep or take these as 2 additional CTO or Vacation Days. Making your first date to start Wed 09 Sep 09. Ron So as mentioned above depending on what you want to do with the 4th or 5th is up to you. But we need to know so Shelley can key it into the roster. Ron

Rob: Shelley's roster does not reflect the CTO days you have already given to Cst. Jack. Ron

From:

Campbell, Ron (JUS)

Sent:

August 19, 2009 4:42 PM

To:

Conway, Jane (JUS); Johnston, Mike P. (JUS); Flindall, Robert (JUS); Filman, Shaun (JUS)

Subject:

FW: Possible charges

Importance: High

This articulates the exact statement I have made about this whole mess. It is all rumour and acquisitions without proof. I have read the Peterborough City Police incident and there is absolutely no evidence by the City Police to suggest it was the bound of the package. No interview of staff etc. The officer did not have the grounds to even caution. Criminal Harassment which he did and told will say again until each point is documented and in a lot of cases corroborated by an independent witness it is

----Original Message----

From: Gilkinson, Brian W (JUS)

Sent: Wednesday, August 19, 2009 3:59 PM

To: Jack, Michael (JUS) Cc: Campbell, Ron (JUS)

Subject: Possible charges against

Importance: High

Hello PC Jack:

This is to acknowledge the brief you submitted for review by this office. You requested that it be considered in determining whether or not charges are justified. This brief does not constitute a Crown brief capable of doing so at this point. Consider the following:

- 1. the synopsis makes a series of statements of conclusion about what
- 2. the video statement summaries of and and are similar.

the witness statements provided by are either character references for him or are so vague
in the incidents they describe that they can not be related to any specific allegation stated in the synopsis.

You need to define the complaint(s) of illegal behaviour and then investigate to see if you can obtain evidence that relates specifically to each of those complaints. This evidence needs to include more than just Mr.

They will be viewed by the court as adversaries of and as such their evidence will be tempered, as will his, by the fact that they all have "axes to grind" in making the other side out to be the

Therefore, in addition to defining the complaint(s), you need to analyse the assertions of the complainants and identify areas where you should be able to find other evidence to confirm or refute the complaint(s).

Statement:

- 1. narrow down the "one point" he saw bowling by night. There must be police records that prove the date if there was a police warning given to happen. Get a statement from the officer involved as to all that was said and whether or not there was evidence that justified the warning. Secure all evidence/statements that can verify the incident.
- 2. identify who at when and what was said. Who from the PLCPS cautioned when and what was said. Who from the PLCPS cautioned and why? Get all possible harassing conduct that makes the case. You need evidence to establish that.
- 3. the children should have been able to see Raking pictures. While they are not truly independent, they are still witnesses. I need further information regarding the court appearance you refer to and those records if Can't help.
- 4. The allegation of the bare bones statement. Was she the only witness? What was said by both parties? Do we know why Anderson would have delivered mail to people he so obviously, on their

evidence, wants to bother? Were any admissions made to others afterward that verify his visit there?

5. You need to take the same approach to each and every assertion of fact in the synopsis or in a statement made to you.

This with involve checks with the township personnel, neighbours, with a view to corroborating any allegation that you feel constitutes an offence. This office will be more than happy to assist be prosecuting offences where a thorough investigation has been employer done and charges are deemed warranted, however, there is precious little in the material you have submitted that will discharge the Crown's burden of proof at a trial. We cannot afford to waste trial time on a tag team match Too many allegations have flown back and forth, including the prior charging of clear and cogent evidence that he had committed a criminal offence. Any charge based on his complaint now will There is a natural tendency to avoid these messy neighbour disputes in the hopes that things will calm down. That leads to a lack of thorough and corroborative police investigation and a response from the Crown that if there is no independent evidence distinguishing the good guys from the bad guys the case will go no where. Do not suggest to that the Crown will not prosecute their complaints. That is not the reality of the situation. This office will prosecute any complaint, including theirs, if the investigation can be viewed as thorough and corroborative of those complaints. Without that type of investigation judges will castigate the Crown for what it did not do to assist the court in coming to conclusions beyond a reasonable doubt. Crown Attorney

From:

Campbell, Ron (JUS)

Sent:

August 17, 2009 9:04 AM

To:

Banbury, Trevor (JUS); Johnston, Mike P. (JUS)

Cc: Subject: Flindall, Robert (JUS) RE: PC Jack - deceit

Trevor

No I think it is clear from our conversation. He called and told you he would not be in and was sick at home if anyone cared to check. Since that time you learned that he told a complainant of an incident he was working on he would not be back to work until Wednesday and this would mean he had already intended on missing his Sunday shift as it was Saturday afternoon. Other than that what else would it be that you would add to this? Please advise. Ron

----Original Message----

From:

Banbury, Trevor (JUS)

Sent:

Sunday, August 16, 2009 10:11 PM

To:

Campbell, Ron (JUS); Johnston, Mike P. (JUS)

Cc:

Flindall, Robert (JUS)

Subject:

PC Jack - deceit

S/Sgt,

When we spoke tonight about PC Jack's sick time for Sunday's shift, you mentioned speaking with him on Wednesday. As I am the NCO he was deceitful to do you need me present when this discussion occurs, along with yourself and Sgt Flindall?

If so, I am unable to come in early on Wed (I am on nights), however I am available to come in early on Thursday if you would like to schedule a time.

A copy of my notes are in an envelope in the tray on your door.

Sgt Trevor Banbury #10270 Peterborough County OPP "B" Platoon (705) 742-0401 VNET 501-4620

From:

Campbell, Ron (JUS)

Sent:

August 16, 2009 7:35 AM

To:

Flindall, Robert (JUS); Filman, Shaun (JUS)

Cc:

Johnston, Mike P. (JUS)

Subject:

Mike Jack Driving

Rob in the BN you mention concern about Cst Jack's driving from Orientation in Orillia The actual concern was his ability at night time driving. We got an email when he first arrived outlying this as well as the shooting of the targets in the head both issues we're brought to Shaun's attention by myself to monitor. But the issue with driving was night time operation. Ron

From:

Campbell, Ron (JUS)

Sent:

August 15, 2009 5:06 PM

To:

Johnston, Mike P. (JUS); Flindall, Robert (JUS)

Subject: Re: HTA Charge against Mike Jack while operating force vehicle today

Yes I was on the phone with Rob and suggested that as we don't want to put the organization at risk I will look

after, Ron

From: Johnston, Mike P. (JUS)

To: Flindall, Robert (JUS); Campbell, Ron (JUS)

Sent: Sat Aug 15 16:30:28 2009

Subject: Re: HTA Charge against Mike Jack while operating force vehicle today

Ron

Can you make inquiries next week.

Thanks

Mike

Sent from my BlackBerry Wireless Device

From: Flindall, Robert (JUS) To: Campbell, Ron (JUS) Cc: Johnston, Mike P. (JUS) Sent: Sat Aug 15 15:33:59 2009

Subject: RE: HTA Charge against Mike Jack while operating force vehicle today

Further to below, I think it would be in our best interest to provide PC JACK with the tools and training to succeed at police vehicle operations. I would suggest we attempt to get him on the police vehicle operations course a number of our other members have had to take over the last little while.

Robert Flindall

Sgt. 9740

Peterborough County OPP

VNET 508-4120 Tel: (705) 742-0401 Fax: (705) 742-9247

From: Flindall, Robert (JUS) Sent: August 15, 2009 2:24 PM

Campbell, Ron (JUS) Johnston, Mike P. (JUS)

Subject: RE: HTA Charge against Mike Jack while operating force vehicle today

I've been made aware by PC MORAN that when she was on the coach course, a Sgt from the Police Vehicle

30/01/2011

Operations at Aylmer was there. He advised her that there were two issues with PC JACK while at the college - his driving and his apparent dislike of women. It's quite apparent that his driving has not improved since then.

This is just for your information should we need it later.

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

From: Campbell, Ron (JUS)

Sent: August 15, 2009 12:12 PM

To: Johnston, Mike P. (JUS)

Cc: Flindall, Robert (JUS)

Subject: HTA Charge against Mike Jack while operating force vehicle today

Mike, I don't know if you want a BN on this but Sgt Flindall called me at 1130hrs to advise of an HTA offence he and Cst Payne obs today which almost resulted in a MVC with a collision. Cst Jack pulled in front of S/B traffic on Hwy 28 after coming from a call. S/B traffic had to brake to avoid a collision and Cst Jack had to drive S/B in the N/B lane to accelerate to avoid collision.

Added to this he got an email from Hobbins concerning another driving issue while Cst Jack was looking for subject drove across ladies lawn after he was at residence. No damage but she was upset and wanted him spoken to. So Sgt Flindall is doing this as well. Ron



From:

Campbell, Ron (JUS)

Sent:

August 15, 2009 12:12 PM

To:

Johnston, Mike P. (JUS) Flindall, Robert (JUS)

Cc: Subject:

HTA Charge against Mike Jack while operating force vehicle today

Mike, I don't know if you want a BN on this but Sgt Flindall called me at 1130hrs to advise of an HTA offence he and Cst Payne obs today which almost resulted in a MVC with a collision. Cst Jack pulled in front of S/B traffic on Hwy 28 after coming from a call. S/B traffic had to brake to avoid a collision and Cst Jack had to drive S/B in the N/B lane to accelerate to avoid collision.

Added to this he got an email from Hobbins concerning another driving issue while Cst Jack was looking for subject drove across ladies lawn after he was at residence. No damage but she was upset and wanted him spoken to. So Sgt Flindall is doing this as well. Ron

36

From:

Campbell, Ron (JUS)

ent:

July 17, 2009 2:50 PM

To:

Filman, Shaun (JUS); Jack, Michael (JUS); Flindall, Robert (JUS)

Cc:

Johnston, Mike P. (JUS)

Subject:

oVERDUE mONTH 5 27 jUN 09

Shaun: We got notice from Region that this report month 5 is overdue. I just revieved a couple of the other Probationary officers the other day. Yours is the only one left. Please submit tks Ron

From:

Campbell, Ron (JUS) July 7, 2009 10:59 AM

To:

Jack, Michael (JUS); Gravelle, Marc (JUS) Flindall, Robert (JUS); Rathbun, Brad (JUS)

Subject:

and a

Guys I am sending you this message as I was tagged teamed by both of these persons today almost immediately when I hung up the phone the other was on the line. They are complaining about each other as normal.

Anyway here is the supplementary on Mike's report.

Mike call

Supplementary

On the 7th of July 2009 contacted myself to complain about the status of the investigation and about about and his history with him.

As a result of the information he provided I located this incident and advised to still be under investigation by Cst. Jack. Cst. Jack returned to duty on the 8th of July 2009 at 6PM and he would be left a message to call him.

Mritten tarted to review all the problems with and also stated he was called by a Cst. Freisen of the Peterborough City Police as Standaert was complaining he sent him material to his work at the MNR. also claimed that and old him that he had called the called times at the MNR. I advised him I had no idea what the had told him and he should take the matter up with the City Police. advised he was also told this by Cst. Jack and he wanted to know what was in the City Police report as well as ne OPP reports.

was advised to call the City Police to review their report. As far as I could determine there were 9 entries with his name and DOB 6 times he was the complainant and 3 times he was the subject of the complaint.

inquired about obtaining the information via the FOI and he was given the phone number and address for his use.

While making my notes called to complain about stating that he was having him charged with criminal harassment by the City Police and he was reporting this to me as the incident on Friday 3rd of July was related. He also claimed that Cst. Freisen was attempting to contact a Cst. Gravelle who had not returned his calls.

was also returning my call to confirm his prints from an earlier incident had been destroyed as his lawyer had not gotten a letter from the OPP. was advised his prints and photos were destroyed on the 3rd of March 2009 at 1100hrs at the OPP and his lawyer was sent correspondence on this date. was advised a follow up or copy of the letter could be sent to him directly. requested it be sent to his home address.

1



From:

Campbell, Ron (JUS)

Sent:

June 24, 2009 12:26 PM

To:

Flindall, Robert (JUS)

Subject: RE: er1303845 - Michael Jack

I had none the other day....I will look. Ron

----Original Message-----

From: Flindall, Robert (JUS)

Sent: Wednesday, June 24, 2009 11:31 AM

To: Campbell, Ron (JUS)

Subject: FW: er1303845 - Michael Jack

I was going through my IFIS today and noticed that PC JACK has an IFIS claim in to you for approval. Kathy advises below that he hasn't been paid yet. Can you have a look to see if it is sitting in your IFIS for approval?

Thanks!

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

From: Chapman, Kathy (JUS) Sent: June 24, 2009 11:14 AM To: Flindall, Robert (JUS)

Subject: er1303845 - Michael Jack

I have not seen this come through on IFIS yet. Perhaps you can check with Mike - he can check his IFIS to see the status of this ER #.

The other IFIS claim ER1344738 was paid.

Kathy Chapman,

Admin. Assistant-Peterborough County O.P.P.

E-Mail: Kathy.Chapman@Ontario.ca

Phone: 705-742-0401 Ext. 4603 Vnet 501-4603

Fax: 705-742-9247

From:

Campbell, Ron (JUS)

ent:

May 11, 2009 2:18 PM

Γo:

Flindall, Robert (JUS); Lee, Dave E. (JUS)

Subject:

FW: JACK's next evaluation

Attachments:

Jack 4.doc

Rob I have added my comments. Please have the evaluation proofed for errors. Ron

-----Original Message-----

From:

Flindall, Robert (JUS)

Sent:

Monday, May 11, 2009 4:39 AM

To: Subject: Campbell, Ron (JUS) JACK's next evaluation

Staff,

Here's PC JACK's next evaluation from FILMAN. I've only quickly read through it and noticed some spelling and grammar mistakes. If the evaluation is fine, if you can add your comments at the bottom and send back to me, I'll correct the errors, print out and get everyone to sign.

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

From: Sent: Filman, Shaun (JUS)

Sent: To: May 11, 2009 4:24 AM Flindall, Robert (JUS)

Subject:

W

Jack 4.doc (137 KB)

From:

Campbell, Ron (JUS) March 23, 2009 11:59 AM

ent: To:

Flindall, Robert (JUS) Johnston, Mike P. (JUS)

Cc: Subject:

FW: JACK evaluation

Attachments:

2ndMonth.doc

Rob: I would like Shaun to address how many changes and what variety of charges Mike laid under Traffic . Has he arrested any impaired drivers or completed any investigations in this area? How many RIDE and seat blet checks has he completed? Are they acurately recording this on DAR?

I realize Shaun has had a lot on his plate with the new baby and juggling his last probationary off at the same time. I would suggest Jason Clarkes first evaluation on his member be reviewed. This is the format and type of evaluation I would like to see all the coaches complete. Tks Ron

----Original Message---

From: Sent:

Flindall, Robert (JUS)

To:

Monday, March 23, 2009 11:26 AM

Subject:

Campbell, Ron (JUS) JACK evaluation

Staff.

Please find attached a copy of PC FILMAN's first evaluation for PC JACK. There are a few missing details, such as WIN #, but if the body is adequate, can you please add your comments and send back. I'll make sure FILMAN completes the missing info before printing.



2ndMonth.doc (134 KB)

Robert Flindall Sqt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

Campbell, Ron (JUS) From: September 24, 2008 12:35 PM ent: Flindall, Robert (JUS) To: RE: Shift Changes Subject: ok ----Original Message----From: Flindall, Robert (JUS) Sent: Tuesday, September 23, 2008 8:20 PM To: Campbell, Ron (JUS) Subject: RE: Shift Changes That's no problem at all - as long as I know who my players are, especially this one. I may pop into the academy and speak with them about Jack while I'm over here. ----Original Message----From: Campbell, Ron (JUS) Sent: September 23, 2008 7:44 PM To: Flindall, Robert (JUS) Subject: Re: Shift Changes You got it he is the one. Problem was we didn't know Amanda was married to Jeff Knier thus needing to move her. Ron ----Original Message----From: Flindall, Robert (JUS) To: Campbell, Ron (JUS) ent: Tue Sep 23 18:12:08 2008 Subject: RE: Shift Changes Staff, I see I am now taking one of the male recruits, Michael Jack. Can you advise if he's the recruit that we needed to keep an eye on, ref his love of guns etc. ? I'm just looking for a heads up. Thanks! Rob Campbell, Ron (JUS) Sent: September 22, 2008 3:50 PM Rathbun, Brad (JUS); Butorac, Peter (JUS); Smith, Gerry A. (JUS); Flindall, Robert (JUS); Banbury, Trevor (JUS); Johnston, Mike P. (JUS) Subject: FW: Shift Changes Brad, I have added Clarke on your platoon I simply missed him when I added. I have switched Knier and Jacks as Probationary on shift. Any feedback!! Ron ----Original Message----Rathbun, Brad (JUS) Sent: Monday, September 15, 2008 1:34 PM To: Campbell, Ron (JUS) Subject: FW: Shift Changes I don't see Jason CLARKE on my shift (or anywhere). I'm not losing him am I?

- Brad

T would also like to talk about PC GRAVELLE as a coach officer.

Campbell, Ron (JUS) Sent: September 12, 2008 1:07 PM

To: Flindall, Robert (JUS); Banbury, Trevor (JUS); Rathbun, Brad (JUS); Butorac, Peter

(JUS); Smith, Gerry A. (JUS); Johnston, Mike P. (JUS)

Cc: Illes, Mike (JUS); White, Greg (JUS); Conway, Jane (JUS); Chapman, Kathy (JUS); Subject: Shift Changes

Detachment Supervisors:

We are attempting to balance out the shifts as we have another influx of new recruits and we also need to have SOCO's and Intoxilyzer members on each shift. We also need to balance out experienced members.

I attempted to contact Ivars cell phone but was unable to make contact.

I have advised S/Sgt Mike Illes that Derek Robertson needs to be our number 1 Priority to be trained in SOCO rather than move a second body. So having said that here is what I see the shifts as.

Review it and pending feedback we will go from there.

Note we still need to ID a DARE member as Scott Thompson has backed out.

Kathy I will look at Vacation to see if this changes anything. Ron

<< File: PLATOON MEMBERS-SEP 08.xls >>

From:

Flindall, Robert (JUS) October 29, 2009 9:09 AM

Sent:

Payne, Jennifer (JUS)

Subject:

RE: Block Training Joining Instructions January 11-14 2010

Sensitivity:

Confidential

I'll make some inquiries for you today. Do you have any preferences for a future date, say, like April 27-30?;)

I'll let you know how I make out.

Rob

From:

Payne, Jennifer (JUS)

Sent: To: October 29, 2009 3:19 AM Flindall, Robert (JUS)

Subject:

FW: Block Training Joining Instructions January 11-14 2010

Importance:

High

Sensitivity:

Confidential

Rob.

Can you please look into changing my block training as per our conversation earlier re: PC JACK and issues/concerns I have about attending with him. (Either have him or myself changed). I think we are only the 2nd week at the start of the new year.

Any efforts to change this would be greatly appreciated.

en

From:

Lawlor, Natalie (JUS)

Sent:

October 15, 2009 11:16 AM
Bassett, Avery (JUS); Baverstock, Brent (JUS); Blackman, Gary (JUS); Boyes, Bruce (JUS); Brasier, Mike (JUS); Bussieres, Mike (JUS); Carmount, Robin (JUS); Clarke, Tracey (JUS); Clarke, Tracy J. (JUS); Corbett, Marsha (JUS); Craig, Penny (JUS); Elliott,

(JUS); Carmount, Robin (JUS); Clarke, Tracey (JUS); Clarke, Tracy J. (JUS); Corbett, Marsha (JUS); Craig, Penny (JUS); Elliott, Geewadin (JUS); Faulkner, Laurence (JUS); Fraser, Kevin (JUS); Graham, Kerry (JUS); Hayes-Claridge, Heather (JUS); Jack, Michael (JUS); Kerr, Scott (JUS); Kummer, Jason (JUS); Maracle, Gary (JUS); Marcellus, Patricia (JUS); Martin, John D. (JUS); McKeown, Barry (JUS); McRoberts, Brooke (JUS); Miklos, Leon (JUS); Morris, Brian (JUS); Paddon, Julie (JUS); Payne, Jennifer (JUS); Pearsall, Brad (JUS); Pike, Phillip (JUS); Reynolds, Michael (JUS); Rodak, Mike (JUS); Salter, Peter (JUS); Seymour, Gwyn (JUS); Stone, James (JUS); Storey, Sue (JUS); Sutherland, Matt (JUS); Thurlow, Michael (JUS); Turner, Neal (JUS); Windover, Kevin (JUS); Jacqueline.Hildenbrand@ontarlo.ca; Zeggil, Paul (JUS)

Cc:

Eden, John (JUS); Guy, Randy (JUS)

Subject:

Block Training Joining Instructions January 11-14 2010 High

Importance: Sensitivity:

Confidential

Attention All Members Attending Block Training January 11-14 2010.

Please find below your Joining Instructions for Block Training.

<< File: 2010 Block Training Joining Instructions Jan 11-14 2010.doc >>

Thank you,

Natalie Lawlor Provincial Police Academy In-Service Training CR/GHQ 705-329-6760

From:

Flindall, Robert (JUS)

Sent:

October 6, 2009 9:59 AM

To: Cc: Butorac, Peter (JUS)

Subject:

Nie, Richard (JUS)

Robert Flindall Sgt. 9740

Peterborough County OPP

VNET 508-4120 Tel: (705) 742-0401 Fax: (705) 742-9247

From:

Hobbins, John (JUS)

Sent:

October 6, 2009 8:15 AM

To:

Eberhard, Kelly (JUS); Jack, Michael (JUS); Jack, Michael (JUS); Flindall, Robert (JUS)

Cc:

Lafreniere, Bob (JUS); Schroter, Sarah (JUS)

Subject:

From:

Eberhard, Kelly (JUS)

MICHAEL - pise respond to the crown. Thanks.

Sent:

October 6, 2009 8:11 AM Jack, Michael (JUS)

To: Cc:

Hobbins, John (JUS); Lafreniere, Bob (JUS); Schroter, Sarah (JUS)

Subject:

hi, this accused's mum has called a couple of times wanting to know if her son is eligible for the EJS program. My gut reaction is no as it is a serious offence there were three co-accused and all ran from police plus we don't know amount of damages. I understand that all youth have no records...

Can you give me some insight into this? What do you think? Do you now have the exact damages? What is the school board's feeling...

(don't say we are going to agree to ejs becauz I am far from that but you might canvas their ideas for dealing with... thanks.

kelly

44

Flindall, Robert (JUS)

From:

Flindall, Robert (JUS)

3ent:

September 27, 2009 9:59 PM

To: Subject: Nie, Richard (JUS) PC JACK

Rich.

I've been approving a slew of occurrences for PC JACK tonight. Can you please go over with him how and why we link businesses to occurrences? He hasn't linked a single business in any of his occurrences.

Thanks,

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120 Tel: (705) 742-0401

Fax: (705) 742-9247

RE: P/C Jack **URGENT**

Page 1 of 2

Flindall, Robert (JUS)

From:

Flindall, Robert (JUS)

Sent:

September 23, 2009 5:50 AM

To:

Johnston, Mike P. (JUS)

Subject: RE: P/C Jack **URGENT**

Insp.

I've sent the docs to my house for review on Wednesday. As the PCS66 and WIP sits, they were approved by Colleen, however I will review today and send an email response back.

Regards,

Robert Flindall Sgt. 9740 Peterborough County OPP

VNET 508-4120 Tel: (705) 742-0401 Fax: (705) 742-9247

From: Johnston, Mike P. (JUS)

Sent: September 20, 2009 10:58 PM

To: Butorac, Peter (JUS); Nie, Richard (JUS); Campbell, Ron (JUS)

Cc: Chapman, Kathy (JUS); Flindall, Robert (JUS)

Subject: Re: P/C Jack **URGENT**

Rich

Thanks for advising.

Rob, can you review please prior to it being presented to Cst Jack.

Thanks

Mike

Sent from my BlackBerry Wireless Device

From: Butorac, Peter (JUS)

To: Johnston, Mike P. (JUS); Nie, Richard (JUS)

Cc: Chapman, Kathy (JUS) Sent: Sun Sep 20 18:32:55 2009 Subject: RE: P/C Jack **URGENT**

Inspector

I spoke to Ron yesterday about the issues in this evaluation. He suggested I send back to you to give to Rob and

28/01/2011

Koleen. If she has already approved as such we will serve. I just wanted to ensure that everything was as it should be.

Rich did bring up good points.

Thanks

Pete

From P/C Nie's email...

Pete - I was just reviewing the 8mth evaluation (09AUG-09SEP) for PC Jack that was in my diary slot from the Inspector. I wanted to read it over prior to disclosing it as requested and I found the following.

There are 17 categories that show Does Not Meet Requirements, up from only 10 categories the month before. The problem is that when you look at the Work Improvement Plan, it only addresses 10 of the 17 issues, and it needs to address all 17. Also, Federal Statutes shows as Meets Requirements on the evaluation, which is a category change from the evaluation before. If this is the case, it needs to show up under the Results Achieved category on the Work Improvement Plan. It currently shows up as an item that still needs a Work Improvement Plan, which doesn't match with the evaluation.

I have no problem giving him the evaluation but I thought it would be better to have everything done properly given the circumstances. I will keep it until you let me know, Rich.

From: Johnston, Mike P. (JUS)

Sent: September 18, 2009 8:25 AM

To: Nie, Richard (JUS)

Cc: Butorac, Peter (JUS); Postma, Jason (JUS); Chapman, Kathy (JUS)

Subject: P/C Jack

Rich

Sgt Flindall has given me Cst Jack's most recent PCS066 and the development plan. It is signed off by all including myself. Can you present to him, and get him to sign.

The other envelope is a copy for Cst Jack. Both envelopes are in your mail slot.

The signed original should go to Kathy Chapman, for submission to Region.

Thanks

Mike J.

46

From:

Flindall, Robert (JUS)

Sent:

September 22, 2009 9:18 PM Johnston, Mike P. (JUS)

To: Subject:

Old occurrence involving PC JACK

Inspector,

I'm not sure that this has any bearing on PC JACK's current situation, but please read this occurrence dated from 2005 - SP05112642. Shaun was looking up a suspect who happened to be involved in this occurrence. Michael Jack was also involved, but was never linked to the occurrence as an involved person. As a result, I'm sure this never made it into his background investigation. It certainly seems to be congruent with the issues we are currently facing with him now.

Regards,

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

General Occurrence Report

Ontario Provincial Police

Printed:

2011/02/03 12:40 by 9740

Occurrence: SP05112642 Police information @2005/07/04 08:11

Author:

#10532 MCDERMOTT, M.

Report time:

Entered by:

Entered time:

Remarks:

BENCHMARK: No

COMPLAINT: Security guard Michael Jack heard noise in the bar area, when he went to investigate he observed a male party run from the bar area with bottles of alcohol in his possession. The guard could not identify the male party and did nothing about it. The guard filed a nightly report making a joke of the situation and when the day manager came in she contacted police.

INCIDENT LOCATION:

HISTORY: A group of young people rented room 201 in the without identification or a credit card to guarantee the room. The room was the source of considerable noise throughout the night, and was a complete mess at the end of the evening. When the group checked out, the manager took cash payment for the room and information from one male party who denied the theft. That male party was identified to the manager as by way of photo driver's licence.

INVESTIGATION: P/C McDermott attended the location and spoke to the manager and read the night security guard report. It is obvious that the night guard did not take the theft seriously as the heading to that part of his report began as follows: And now THE BIG and EXTREMELY EXCITING night adventure. Hold your breath ladies and gentlemen, it is not about the ghost....It is about the thieves! P/C McDermott attended the room that the youths had been occupying and there was no sign of the liquor bottles that had been stolen. The stolen bottles were as follows:

- 1 750ml bottle of Wild Turkey
- 1 750ml bottle of Disaronno Amaretto
- 1 750ml bottle of Phillips Butter Ripple

The only descriptor that the security guard observed of the male who took the liquor was that he was short wearing shorts, a dark grey or green t-shirt and a cap. Had he contacted police at the time, then possibley police could have used the information to identify the party, but he chose not to.

Printed by: 9740

Data: 2011/02/02 10:10

Although all information points to the young people from room 201 committing the crime, the night security guard could not even identify the party as entering the room.

The manager was told that had her security guard acted promptly and properly, then by all means this situation could have been solved, however due to his inaction, there was no reasonable prospect of conviction of the one male party who happened to hand over his identification when requested in the morning.

WITNESS STATEMENTS: Nil

SUSPECT(S) / SUSPECT VEHICLE: Nil

PROPERTY: Nil

SUPPORT UNITS: Nil

C.P.I.C.: Nil

NOTIFICATION:

DISTRIBUTION: Nil

Printed by: 9740

Data: 2011/02/02 12:10

From:

Flindall, Robert (JUS)

Sent:

September 13, 2009 3:26 PM

To:

Filman, Shaun (JUS)

Subject: RE: JACK WIP masterc.doc

Hey I can't edit this. Send an attachment instead of how you did it.

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

From: Filman, Shaun (JUS)

Sent: September 13, 2009 3:21 PM

To: Flindall, Robert (JUS)

Subject: JACK WIP masterc.doc

This plan is designed to assist the supervisor in addressing employee performance problems. The objective of this plan is to correct identified work performance deficiencies or behaviour problems in order to elicit an acceptable level of work performance and meet the requirements for Probationary Constable.

This plan will be initiated when the PCS 066P indicates:

DOES NOT MEET REQUIREMENTS in any category, or

NO BASIS FOR RATING for the same category for two consecutive months.

Note: Career Development Bureau shall be consulted regarding any evaluation for which a WORK IMPROVEMENT PLAN has been implemented.

| Probationary Constable: | M. JACK | Accountable | R FLINDALL |
|-------------------------|---|-------------|-----------------------|
| Badge: | 100/100-0000000000000000000000000000000 | Supervisor: | 0.4656-0.5656665556-1 |
| | 12690 | Badge: | |

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

1)Personal accountability - PC JACK has difficulty accepting responsibility for his actions where these actions have either been deemed inappropriate or deficient. In this above noted incident, PC JACK has not taken responsibility for not following the directions of his Sergeant.

2) Federal Statutes - PC JACK has investigated several federal statutes in his time so far. In the cases identified PC JACK either made an error (forgetting to read Rights to Counsel) which ultimately could comprimise the outcome of the case. In regards to the Break and Enter PC JACK completed the briefs but then disagreed with the other officers involved about the charges laid. PC JACK questioned officers on other shifts that were not present and voiced his disagreement with the charges laid. In this case it appears that PC JACK has let his opinion of the people involved sway his opinion of what charges should be laid rather then relying on what elements of an offence had been completed. The youths involved had no previous polive involvement.

3) Resolution - PC JACK did not meet requirments in this field because a a stand by keep the peace that he attended and was unable to resolve the issue until another officer arrived. The main issue is that PC JACK did not request the other officer one of the parties involved did when they found that the problem was not being resolved and in fact said to the communications center "this is going no where". The underlying issue to this call was that the dispatch was taken over the

phone by PC JACK at his request and he did not advise or bring another officer with him to a stand by and keep the peace.

- 4) Follow-up Indicated in previous evaluations PC JACK had shown good followup skills and kept a running list. It was identified in this evaluation that although the call for service was months old PC JACK did not have adequate information in regards to the witnesses that should have been identified of the hop and he had not taken statements that should have been identified as required and completed as soon as possible.
- 5) Listening Skills Have normally shown to be a good listener however recently he has been given specific instruction in relation to what to do for a certain case and what not to do. PC JACK ignored these instructions and did what he was told not to do and in the other case did not follow the direction he was given.
- 6) Planning and organization -PC JACK is a very organized person. He usually comes to work with a pre-written task list

However, it is viewed that PC JACK cannot multitask. He has difficulty prioritizing what needs to be done on his list.

Part of the issue is that PC JACK will go too far in his investigation completeing tasks that don't need to be done or over investigating. This could be identified by typing a statement verbatim that didn't have to be or contacting and taking statement from witnesses that have no releavant information to provide.

- 7) Provincial Statutes Although for the most part PC JACK has been able to identify the elements of most provincial statutes he was not able to identify the elements associated with the Mental Health Act.
- 8) Self confidence During this evaluation period, PC JACK has been involved in numerous sitiatuations which has required either disciplinary action or instruction on how to complete tasks properly. It has been found that PC JACK does not take criticism well and will avoid that person for a period of time.
- 9) Respectful relations Does not meet requirements was selected here because several officers advised PC JACK of appropriate charges that should be laid in a break and enter. At the time PC JACK did not say anything to the officers involved but on a later date PC JACK was overheard asking other officers what they thought and giving them partial information. This answer shopping can paint the other officers in a bad light, creates rumors and deteriorates moral.
- 10) Radio Communications PC JACKS ability to use the radio have not been the matter of issue. This being said he does not always advise communications that he is out of the car or where he is. This could be an issue in relation to 10-78 issues.

| Coach Officer's Comments: | |
|-------------------------------------|-------|
| Coach Officer's Signature: | Date: |
| Probationary Constable's Comments: | |
| Probationary Constable's Signature: | Date: |

ACTIONS/STEPS TAKEN TO CORRECT PERFORMANCE DEFICIENCIES: (specify time frame to compete)

To be completed by Accountable Supervisor

- 1)Take responsibility for his own actions, learn from his mistakes and apply this to his future investigations so that these deficiencies don't happen again.
- 2)PC JACK has already been made aware of the importance of reading rights to counsel, caution and applicable demands and this was rectified the next time he investigated an impaired driver.

As for the issue around the break and enter PC JACK needs to familiarize himself with which elements actually constitute an offence and when officers who have experience are present with him and advise him that certain charges should be laid

Tuge 5 014

he should take that advice. If he doesn't believe that the offence has been completed he should research the offence rather that shop for answers from other officers.

- 3)When a problem is taking to long to resolve or you are unsure of how to resolve a problem call another officer or better bring a second officer with you.
- 4) Identify who is a key witness to form grounds for an offence, obtain the appropriate names and contact information and obtain a detailed statement of those persons account of what happened as soon as possible.
- 5) When a supervising officer instructs PC JACK to do something, especially a sargeant these instructions should be followed exclusively. Also when an experianced officer tells him he is not to do something like re-write a statement verbatim but make a synopsis for the sake of expiditing the case this should also be followed.
- 6) All officers working are at times required to stop what they are doing and take on a task which may be less or more important that the one they were actively working on. PC JACK needs to be able to take these tasks and work on them in an order that allows the most important to be completed and the less important to be put aside until time permits. Time management also has to be implimented to get these tasks done
- 7) Review the Mental Health Act and identify to his coach officer what would be required to make an arrest under the Mental Health Act and when someone may show signs of Mental Health issues but nit be a candidate for an arrest.
- 8) Take ownership for mistakes, discipline or instruction and use these circumstances as learning oppointunities and better yourself from them
- 9) The main issue is answer shopping as indicated previously this should be avaoided at all costs and if you are unsure ask the officer who gave the advice for clarification ofr consult the criminal code or other relevant source.
- 10) Always advise the communications center of locations of vehicles stops and when out of the vehicle.

Comments mandatory at all levels

| Accountable Supervisor's Comments: | |
|---|-------|
| Accountable Supervisor's Signature: | Date: |
| Probationary Constable's Signature: | Date: |
| Detachment Commander's Comments: | |
| Detachment Commander's Signature: | Date: |
| Regional Commander's (or designate) Comments: | |
| Regional Commander's (or designate) Signature: | Date: |

| RESULTS ACE To be completed by Accou | A TOTAL CONTRACTOR OF THE PARTY |
|--|--|
| Standards "met" have been indicated in the RESULTS A "met" will continue to be documented in the next month' | CHIEVED area. Standards that have not be simprovement plan. |
| Probationary Constable's Signature: | Date: |
| Accountable Supervisor's Signature: | Date: |
| Detachment Commander's Comments (mandatory): | |
| Detachment Commander's Signature: | Date: |
| Regional Commander's (or designate) Comments: | |
| Regional Commander's (or designate) Signature: | Date: |

From:

Flindall, Robert (JUS)

Sent:

September 13, 2009 3:24 PM

To:

Filman, Shaun (JUS)

Subject: RE: JACK WIP masterc.doc

You are a good man sir! I was just about to call you. :)

Robert Flindall Sgt. 9740

Peterborough County OPP

VNET 508-4120 Tel: (705) 742-0401 Fax: (705) 742-9247

From: Filman, Shaun (JUS)

Sent: September 13, 2009 3:21 PM

To: Flindall, Robert (JUS)

Subject: JACK WIP masterc.doc

This plan is designed to assist the supervisor in addressing employee performance problems. The objective of this plan is to correct identified work performance deficiencies or behaviour problems in order to elicit an acceptable level of work performance and meet the requirements for Probationary Constable.

This plan will be initiated when the PCS 066P indicates:

DOES NOT MEET REQUIREMENTS in any category, or

NO BASIS FOR RATING for the same category for two consecutive months.

Note: Career Development Bureau shall be consulted regarding any evaluation for which a WORK IMPROVEMENT PLAN has been implemented.

| Probationary Constable: Badge: | M. JACK | Accountable Supervisor: | R FLINDALL |
|-----------------------------------|---------|----------------------------|------------|
| | 12690 | Badge: | |

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

1)Personal accountability - PC JACK has difficulty accepting responsibility for his actions where these actions have either been deemed inappropriate or deficient. In this above noted incident, PC JACK has not taken responsibility for not following the directions of his Sergeant.

2) Federal Statutes - PC JACK has investigated several federal statutes in his time so far. In the cases identified PC JACK either made an error (forgetting to read Rights to Counsel) which ultimately could comprimise the outcome of the case. In regards to the Break and Enter PC JACK completed the briefs but then disagreed with the other officers involved about the charges laid. PC JACK questioned officers on other shifts that were not present and voiced his disagreement with the charges laid. In this case it appears that PC JACK has let his opinion of the people involved sway his opinion of what charges should be laid rather then relying on what elements of an offence had been completed. The youths involved had no previous polive involvement.

3) Resolution - PC JACK did not meet requirements in this field because a a stand by keep the peace that he attended and was unable to resolve the issue until another officer arrived. The main issue is that PC JACK did not request the other officer one of the parties involved did when they found that the problem was not being resolved and in fact said to the communications center "this is going no where". The underlying issue to this call was that the dispatch was taken over the

phone by PC JACK at his request and he did not advise or bring another officer with him to a stand by and keep the peace.

- 4) Follow-up Indicated in previous evaluations PC JACK had shown good followup skills and kept a running list. It was identified in this evaluation that although the call for service was months old PC JACK did not have adequate information in regards to the witnesses that should have been identified of the hop and he had not taken statements that should have been identified as required and completed as soon as possible.
- 5) Listening Skills Have normally shown to be a good listener however recently he has been given specific instruction in relation to what to do for a certain case and what not to do. PC JACK ignored these instructions and did what he was told not to do and in the other case did not follow the direction he was given.
- 6) Planning and organization -PC JACK is a very organized person. He usually comes to work with a pre-written task list

However, it is viewed that PC JACK cannot multitask. He has difficulty prioritizing what needs to be done on his list.

Part of the issue is that PC JACK will go too far in his investigation completeing tasks that don't need to be done or over investigating. This could be identified by typing a statement verbatim that didn't have to be or contacting and taking statement from witnesses that have no releavant information to provide.

- 7) Provincial Statutes Although for the most part PC JACK has been able to identify the elements of most provincial statutes he was not able to identify the elements associated with the Mental Health Act.
- 8) Self confidence During this evaluation period, PC JACK has been involved in numerous sitiatuations which has required either disciplinary action or instruction on how to complete tasks properly. It has been found that PC JACK does not take criticism well and will avoid that person for a period of time.
- 9) Respectful relations Does not meet requirements was selected here because several officers advised PC JACK of appropriate charges that should be laid in a break and enter. At the time PC JACK did not say anything to the officers involved but on a later date PC JACK was overheard asking other officers what they thought and giving them partial information. This answer shopping can paint the other officers in a bad light, creates rumors and deteriorates moral.
- 10) Radio Communications PC JACKS ability to use the radio have not been the matter of issue. This being said he does not always advise communications that he is out of the car or where he is. This could be an issue in relation to 10-78 issues.

| Coach Officer's Comments | 5 : | | 12 | |
|--|------------|----------------------|-------|--|
| | | | | |
| Coach Officer's Signature: | | 1 13 | Date: | |
| Probationary Constable's C | Comments: | <u>, , , (8, −6)</u> | | |
| A SECTION | | 21 8 | | |
| Probationary Constable's Signature: | | | Date: | |

ACTIONS/STEPS TAKEN TO CORRECT PERFORMANCE DEFICIENCIES: (specify time frame to compete)

To be completed by Accountable Supervisor

- 1)Take responsibility for his own actions, learn from his mistakes and apply this to his future investigations so that these deficiencies don't happen again.
- 2)PC JACK has already been made aware of the importance of reading rights to counsel, caution and applicable demands and this was rectified the next time he investigated an impaired driver.

As for the issue around the break and enter PC JACK needs to familiarize himself with which elements actually constitute an offence and when officers who have experience are present with him and advise him that certain charges should be laid

tins plan is designed to assist the supervisor in analysis of personal processing rages of the

he should take that advice. If he doesn't believe that the offence has been completed he should research the offence rather that shop for answers from other officers.

- 3)When a problem is taking to long to resolve or you are unsure of how to resolve a problem call another officer or better bring a second officer with you.
- 4) Identify who is a key witness to form grounds for an offence, obtain the appropriate names and contact information and obtain a detailed statement of those persons account of what happened as soon as possible.
- 5) When a supervising officer instructs PC JACK to do something, especially a sargeant these instructions should be followed exclusively. Also when an experianced officer tells him he is not to do something like re-write a statement verbatim but make a synopsis for the sake of expiditing the case this should also be followed.
- 6) All officers working are at times required to stop what they are doing and take on a task which may be less or more important that the one they were actively working on. PC JACK needs to be able to take these tasks and work on them in an order that allows the most important to be completed and the less important to be put aside until time permits. Time management also has to be implimented to get these tasks done
- 7) Review the Mental Health Act and identify to his coach officer what would be required to make an arrest under the Mental Health Act and when someone may show signs of Mental Health issues but nit be a candidate for an arrest.
- 8) Take ownership for mistakes, discipline or instruction and use these circumstances as learning oppointunities and better yourself from them
- 9) The main issue is answer shopping as indicated previously this should be avaoided at all costs and if you are unsure ask the officer who gave the advice for clarification of consult the criminal code or other relevant source.
- 10) Always advise the communications center of locations of vehicles stops and when out of the vehicle.

Comments mandatory at all levels Accountable Supervisor's Comments: Accountable Supervisor's Date: Signature: Probationary Constable's Date: Signature: Detachment Commander's Comments: Detachment Commander's Date: Signature: Regional Commander's (or designate) Comments: Regional Commander's (or designate) Date: Signature:

Tills plan is designed to assist the supervisor in addressing employee performance problems. Tage 1 of 1

| RESULTS ACHIEVED To be completed by Accountable Supervisor | |
|---|--|
| | |
| | |
| | |

Standards "met" have been indicated in the **RESULTS ACHIEVED** area. Standards that have not been "met" will continue to be documented in the next month's improvement plan.

| Probationary Constable's Signature: | Date: |
|---|-------|
| Accountable Supervisor's Signature: | Date: |
| Detachment Commander's Comments (mandatory): | |
| Detachment Commander's Signature: | Date: |
| Regional Commander's (or designate) Comments: | |
| Regional Commander's (or designate) Signature: | Date: |



From:

Flindall, Robert (JUS)

ent:

September 13, 2009 11:47 AM

To:

Filman, Shaun (JUS)

Subject:

JACK's WIP's

Shaun - you mentioned you were going to put all of PC JACK's WIPS together onto one form for me. Have you gotten this done yet?

I need it asap.

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247



From:

Flindall, Robert (JUS)

ent:

September 11, 2009 11:27 AM

To:

Campbell, Ron (JUS)

Subject:

FW: Jack

Here's Marc Gravelle's response to the incident that happened between himself and PC JACK.

Robert Flindall Sgt. 9740 Peterborough County OPP VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

From:

Gravelle, Marc (JUS)

Sent:

September 9, 2009 7:52 PM

To:

Flindall, Robert (JUS); Rathbun, Brad (JUS)

Subject:

Jack

I am not sure of the date in which the incident happened, it was sometime in early to mid August/2009. Jack was doing a paid duty and my shift was working nights. I received a call from Comm. Center requesting the 10-20 of Jack, they advised they were unable to reach him on the radio. I paged the office over the phone system then called him on his cell phone, both results were negative.

A short time later Jack arrived at the office and was told by myself that the Comm. Center was looking for him. Somehow fack took this as a personal attack by myself and became irate towards me. I then told him his responsibilities to answer the radio.

Regards.

Marc Gravelle



From:

Flindall, Robert (JUS)

ent:

September 11, 2009 10:45 AM

To:

Powers, Rob (JUS) Johnston, Mike P. (JUS)

Cc: Subject:

Tape request form_PC_JACK.doc

Attachments:

Tape request form_PC_JACK.doc



Tape request orm_PC_JACK.doc ..

Please find attached a copy of the tape request form in relation to the information we discussed over the telephone. Thanks for your time in this matter!

Robert Flindall Peterborough County OPP VNET 501-4620

North East Regional Operations Centre

Tape Request

| Date | Detachment Peterborough Count | Detachment Peterborough County | | Invest. Officer Sgt. R. FLINDALL | |
|--|----------------------------------|--|--|-------------------------------------|--|
| 11 Sep 09 | | | 120-1 | | |
| Incident or Incident # N/A | Date of incident 31 Jul 09 | | Approx. time of incident 2255 | | |
| Details of incident Motor vehicle run by PC M. JAC | :K | | | | |
| Specific information required from ta Radio communications between disp number is unknown. Believed to hav | atch and PC JACK as well as | pertinent information on 2200 and 2400 hrs 31. | oncerning a motor vehicle he Jul09. | ran. Plate | |
| Additional Comments (All transmissi All transmissions required. | | | | | |
| Does master copy need to be held (so Not at this time | elzed)? | Is tape required for control | ourt/civil litigation? Dat | e(if known) | |
| Tape requested by Sgt. R. FLINDALL Auth : Insp M. JOHNSTON | | Location Peterborough County Detachment | | | |
| Authority (Supervisor - D/Comm - PSB) | | Date 11 Sep 09 | | | |
| FOR ROC USE | | | | - | |
| Request received by | | Date received 11 Sep 09 | \ | | |
| Authorized by | | | | | |
| Authorized by | | Assigned to Powers | | | |
| Authorized by Tape #s | | | Sea | I # | |
| | | Powers | Sea | I # | |
| Tape #s Tape completed by | | Powers Master tape seized | | I # | |

| The state of the s | |
|--|--|
| | |
| - | |
| | |
| | |
| | |
| - | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| ~ | |
| | |
| 7 | |
| | |
| | |
| | |
| | |
| | |
| | |
| - | |
| | |
| | |
| | |
| 9 | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |







| 2009-Jul-31 18:31:38 | 00:00:03 | Top Server | 073 Disp #9 Radio |
|----------------------|----------|------------|--|
| | | | 073 Disp #9 Radio |
| 2009-Jul-31 18:32:06 | 00:00:05 | Top Server | |
| 2009-Jul-31 18:32:51 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 18:33:32 | 00:00:08 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 18:33:43 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 19:19:30 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 19:19:38 | 00:00:20 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 19:20:00 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 19:20:03 | 00:00:12 | Top Server | 073 Disp #9 Radio |
| | 00:00:07 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 19:30:57 | | | 073 Disp #9 Radio |
| 2009-Jul-31 21:41:20 | 00:00:03 | Top Server | The state of the s |
| 2009-Jul-31 21:41:41 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 21:41:49 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 21:41:55 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:05:46 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:05:50 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:06:20 | 00:00:10 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:10:45 | 00:00:26 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:24:15 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:24:22 | 00:00:14 | Top Server | 073 Disp #9 Radio |
| | 00:00:14 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:24:38 | | | |
| 2009-Jul-31 22:24:42 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 22:24:48 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:02:54 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:03:04 | 00:00:07 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:03:21 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:03:25 | 00:00:28 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:03:56 | 00:00:13 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:04:16 | 00:00:08 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:06:03 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:06:33 | 00:00:10 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:06:46 | 00:00:13 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:07:01 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:09:17 | 00:00:14 | Top Server | 073 Disp #9 Radio |
| | | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:09:39 | 00:00:03 | | |
| 2009-Jul-31 23:12:08 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:12:38 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:20:42 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:20:54 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:35:05 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:35:08 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:35:12 | 00:00:08 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:35:22 | 00:00:07 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:35:33 | 00:00:12 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:35:49 | 00:00:13 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:36:03 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:36:20 | 00:00:12 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:36:33 | 00:00:02 | | |
| | | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:44:07 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:44:14 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:45:41 | 00:00:06 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:51:09 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:51:25 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:51:29 | 00:00:10 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:51:49 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:51:53 | 00:00:09 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:53:08 | 00:00:16 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:53:26 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:57:39 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| | | | |
| 2009-Jul-31 23:57:45 | 00:00:09 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:58:01 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:58:07 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| | | | |

| 2009-Jul-31 23:58:14 | 00:00:09 | Top Server | 073 Disp #9 Radio |
|----------------------|----------|--|-------------------|
| | | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:58:25 | 00:00:03 | | 073 Disp #9 Radio |
| 2009-Jul-31 23:58:29 | 00:00:03 | Top Server | |
| 2009-Jul-31 23:58:33 | 00:00:05 | Top Server | 073 Disp #9 Radio |
| 2009-Jul-31 23:58:42 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:25:10 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:25:18 | | | 073 Disp #9 Radio |
| 2009-Aug-01 00:25:21 | 00:00:09 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:25:32 | 00:00:07 | Top Server | |
| 2009-Aug-01 00:25:41 | 00:00:17 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:26:13 | 00:00:26 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:26:41 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:32:08 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| | | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:32:14 | 00:00:02 | | 073 Disp #9 Radio |
| 2009-Aug-01 00:37:20 | 00:00:05 | Top Server | |
| 2009-Aug-01 00:37:26 | 00:00:06 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:37:34 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:37:37 | 00:00:07 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:37:45 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| | 00:00:11 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:37:51 | | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:38:04 | 00:00:06 | | 073 Disp #9 Radio |
| 2009-Aug-01 00:46:27 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:46:34 | 00:00:02 | Top Server | |
| 2009-Aug-01 00:46:38 | 00:00:07 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:46:49 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:46:53 | 00:00:08 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:47:02 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:47:07 | 00:00:11 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:47:21 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:53:18 | 00:00:20 | Top Server | 073 Disp #9 Radio |
| | | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:53:40 | 00:00:03 | | 073 Disp #9 Radio |
| 2009-Aug-01 00:57:22 | 00:00:03 | Top Server | |
| 2009-Aug-01 00:57:26 | 00:00:10 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:57:47 | 00:00:43 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:58:33 | 00:00:07 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 00:58:45 | 00:00:06 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 01:21:31 | 00:00:04 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 01:21:36 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 01:49:09 | 00:00:06 | Top Server | 073 Disp #9 Radio |
| | | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 01:49:15 | 00:00:04 | to the same of the | 073 Disp #9 Radio |
| 2009-Aug-01 01:49:24 | 00:00:06 | Top Server | |
| 2009-Aug-01 01:49:35 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 01:49:47 | 00:00:06 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 02:19:59 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 02:20:08 | 00:00:09 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 03:23:15 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 03:23:19 | 00:00:03 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 03:23:24 | 00:00:10 | Top Server | 073 Disp #9 Radio |
| - | 00:00:10 | Top Server | 073 Disp #9 Radio |
| 2009-Aug-01 03:23:39 | | | 073 Disp #9 Radio |
| 2009-Aug-01 03:23:43 | 00:00:13 | Top Server | |
| 2009-Aug-01 03:23:56 | 00:00:02 | Top Server | 073 Disp #9 Radio |
| | | | |

rom: ent:

Flindall, Robert (JUS)

September 11, 2009 9:19 AM

To: Subject: Kohen, Colleen (JUS) RE: PCS66_JACK8.doc

10-4 thanks! I'm on it.

Robert Flindall

Sgt. 9740

Peterborough County OPP

VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

----Original Message----From: Kohen, Colleen (JUS)

Sent: September 11, 2009 9:17 AM

To: Flindall, Robert (JUS) Subject: RE: PCS66_JACK8.doc

Rob

One (1) WIP is all that is required with the 10 Deos Not meet requirments

Colleen

----Original Message----From: Flindall, Robert (JUS) Sent: September 11, 2009 9:02 AM o: Kohen, Colleen (JUS)

Subject: RE: PCS66 JACK8.doc

Shaun has sent me the updated PCS66 already. I have to review it yet to see how he made out. We had left the original PCS066 with S/Sgt. Campbell for disclosure over the last 2 days when PC JACK was working, however, as there were issues with it, it was not disclosed. It will be disclosed on Monday when PC JACK is back in on shift.

As well, while I have you, there were 10 does not meets requirements on his last evaluation. Does this require 10 separate WIP's or one WIP covering them all? Shaun has done up 10 separate ones, so before those are sent in as well, I might as well get them fixed up before forwarding on.

Talk to you soon,

Robert Flindall

Sgt. 9740

Peterborough County OPP

VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

----Original Message----

From: Kohen, Colleen (JUS) Sent: September 11, 2009 8:58 AM

To: Flindall, Robert (JUS); Campbell, Ron (JUS) Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)

Subject: RE: PCS66 JACK8.doc

hanks Rob

Once completed can you please send me the final version of PCS66P and WIP via e mail for review as I want to set up a conf call with new sgt and coach

```
I am assuming this is being disclosed to member today ?
  Colleen
   ----Original Message----
  From: Flindall, Robert (JUS)
  Sent: September 11, 2009 8:01 AM
To: Kohen, Colleen (JUS); Campbell, Ron (JUS)
   Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)
  Subject: RE: PCS66 JACK8.doc
  Thanks Colleen,
  We are on this as I write. PC FILMAN is making the necessary changes to his current
  PCS066.
  Robert Flindall
  Sgt. 9740
  Peterborough County OPP
  VNET 508-4120
  Tel: (705) 742-0401
  Fax: (705) 742-9247
  ----Original Message----
  From: Kohen, Colleen (JUS)
  Sent: September 9, 2009 1:39 PM
To: Campbell, Ron (JUS); Flindall, Robert (JUS)
  Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)
  Subject: RE: PCS66 JACK8.doc
  Good Afternoon
At this stage of his Prob there should be no base for ratings. The rating if you don't
  .ave a specific example goes back to what it was in the previous month.
Also can you please ensure that there are specific examples and not general comments
  TX
  Colleen
  ----Original Message----
  From: Campbell, Ron (JUS)
  Sent: September 9, 2009 9:09 AM
To: Flindall, Robert (JUS)
  Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)
  Subject: FW: PCS66 JACK8.doc
Rob, Please review my comments in Red. I think you need to expand on some areas even
```

though he only worked 6 shifts with your platton and took vacation I think you can expand on some areas. Also when you account for his time on the 6 shifts if there is a reason he only wrote 4 tickets what was he doing with his time. If he was completing follow-up or had a number of calls for service this should be mentioned and given credit for it. Any proactive things he has done. Please review prior to disclosure. Tks Ron

----Original Message----From: Flindall, Robert (JUS) Sent: Tuesday, September 08, 2009 4:09 PM To: Campbell, Ron (JUS) Subject: PCS66_JACK8.doc

Ron,

Here's the digital copy of PC JACK's next evaluation. A signed copy by Filman and I, as well as PC JACK's copy is sitting on your desk.

Rob

53

From:

Flindall, Robert (JUS)

ent:

September 11, 2009 9:02 AM

Fo: Subject: Kohen, Colleen (JUS) RE: PCS66 JACK8.doc

Shaun has sent me the updated PCS66 already. I have to review it yet to see how he made out. We had left the original PCS066 with S/Sgt. Campbell for disclosure over the last 2 days when PC JACK was working, however, as there were issues with it, it was not disclosed. It will be disclosed on Monday when PC JACK is back in on shift.

As well, while I have you, there were 10 does not meets requirements on his last evaluation. Does this require 10 separate WIP's or one WIP covering them all? Shaun has done up 10 separate ones, so before those are sent in as well, I might as well get them fixed up before forwarding on.

Talk to you soon,

Robert Flindall

Sgt. 9740

Peterborough County OPP

VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

----Original Message----

From: Kohen, Colleen (JUS)

Sent: September 11, 2009 8:58 AM

To: Flindall, Robert (JUS); Campbell, Ron (JUS) Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)

ubject: RE: PCS66 JACK8.doc

Thanks Rob

Once completed can you please send me the final version of PCS66P and WIP via e mail for review as I want to set up a conf call with new sgt and coach

I am assuming this is being disclosed to member today ?

Colleen

----Original Message---From: Flindall, Robert (JUS)
Sent: September 11, 2009 8:01 AM
To: Kohen, Colleen (JUS); Campbell, Ron (JUS)

Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)

Subject: RE: PCS66 JACK8.doc

Thanks Colleen,

We are on this as I write. PC FILMAN is making the necessary changes to his current PCS066.

Robert Flindall

Sqt. 9740

Peterborough County OPP

VNET 508-4120

Tel: (705) 742-0401 Fax: (705) 742-9247

----Original Message----From: Kohen, Colleen (JUS)

Sent: September 9, 2009 1:39 PM