

HUMAN RIGHTS TRIBUNAL OF ONTARIO

BETWEEN:

MICHAEL JACK

Applicant

- and -

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO, AS REPRESENTED BY THE
MINISTER OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES AND
OPERATING AS THE ONTARIO PROVINCIAL POLICE**

Respondent

**RESPONDENTS' BOOK OF ARGUABLY RELEVANT
DOCUMENTS**

VOLUME 2 OF 7

January 12, 2012

Ministry of Community Safety and
Correctional Services
Legal Services Branch
655 Bay Street
Suite 501
Toronto, Ontario M7A 0A8

Lynette D'Souza
Tel: (416) 326-1237
Fax: (416) 314-3518

Counsel for the Respondent

TO: Michael Jack
c/o Lloyd Tapp
252 Angeline Street North
Lindsay, Ontario K9V 4R1

Applicant

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24. September 9, 2009 - email from R. Campbell to C. Koehn and R. Flindall, re: PCS66_JACK8.doc
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39. May 11, 2009 - email from R. Campbell to R. Flindall, D. Lee, Re: Jack's next evaluation

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| 40. | March 23, 2009 - email from R. Campbell to R. Flindall, Re: Jack Evaluation |
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| 46. | September 22, 2009 - email from R. Flindall to M. Johnston, Re: Old occurrence involving PC Jack; General Occurrence Report SP05112642 |
| 47. | September 13, 2009 - follow up email from R. Flindall to S. Filman, Re: Jack WIP masterc.doc |
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| 52. | September 11, 2009 – reply email from R. Flindall to C. Kohen, Re: PCS66_Jack8 |
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| 61. | August 20, 2009 - email from R. Flindall to B. Lafreniere, Re: Thank you. |

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| 62. | August 20, 2009 - email from R. Flindall to B. Lafreniere, Re: Constable Michael Jack |
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| 64. | August 16, 2009 - email from R. Flindall to R. Campbell, Re: Ride Havelock Area |
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| 75. | August 6, 2009 - email from R. Flindall to M. Johnston, Re: P/C Michael Jack |
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| 85. | March 23, 2009 - original email from R. Flindall to R. Campbell, Re: Jack evaluation |
| 86. | March 19, 2009 - email from R. Flindall to R. Campbell, Re: Unit 01-152 |
| 87. | March 9, 2009 - email from R. Flindall to M. Jack, Re: Sumilas, Shawn |
| 88. | February 13, 2009 - email from R. Flindall to M. Jack, Re: Talk Lock |
| 89. | February 10, 2009 – follow up email from R. Flindall to R. Campbell, Re: Domestic we spoke about earlier |
| 90. | February 10, 2009 - email from R. Flindall to S. Filman, Re: INC00000216708 Priority 4 – Minimal has been assigned to JUS MSG OPP RMS ADMIN |
| 91. | February 10, 2009 - email from R. Flindall to R. Campbell, Re: Domestic we spoke about earlier |
| 92. | January 30, 2009 - email from R. Flindall to R. Campbell, Re: Enr to a cruise MVC |
| 93. | September 23, 2009 - email from P. Butorac to M. Johnston, A. Crawford, Re: 254009-0173 Internal Complaint – PC Jack |
| 94. | December 24, 2008 - email from K. Chapman to S. Filman, R. Flindall, Re: Gun locker for Michael Jack |
| 95. | December 24, 2008 - email from K. Chapman to M. Jack, Re: Welcome to Peterborough w/ attached Welcome Jack document |
| 96. | July 31, 2009 - email from M. D'Amico to M. Johnston, Re: Jeff Standaert |
| 97. | May 11, 2009 - email from S. Filman to M. Jack and R. Flindall, Re: Jack 4 document |
| 98. | April 21, 2009 – email from S. Filman to R. Flindall, Re: Jack 1 document |
| 99. | March 13, 2009 - email from S. Filman to R. Flindall, Re: Ken Rusaw reviews |
| 100. | September 3, 2009 – email from S. Gozzard-Gilbert to R. Flindall, Re: Michael Jack's PCS4 |
| 101. | July 6, 2009 - email from S. Gozzard-Gilbert to J. Pollock, M. Jack, Re: Michael Jack working for John Pollock |
| 102. | January 16, 2009 - email from R. Flindall to M. Jack, R. Campbell, Re: Attendance for block training date RE: emergency dental appointment |
| 103. | January 14, 2009 - email from S. Gozzard-Gilbert to K. Raymond, R. Flindall, T. Banbury, B. Rathbun, P. Butorac, Re: Stats for New Recruits 2008 |
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106. August 10, 2009 - email from M. Jack to M. Moran, C. Laperle, S. Filman, M. D'Amico, Re: SP09178964 B&E 06-Aug-09
107. August 3, 2009 - email from M. Jack to OPP DL Peterborough County Detachment, Re: Found fishing boat on Stoke Lake at Young's point
108. July 31, 2009 - email from M. Jack to R. Flindall, Re: Overtime SP09164458
109. July 31, 2009 - email from M. Jack to M. Johnston, Re: Jeff Standaert
110. July 29, 2009 - email from M. Jack to jsmith@kpf.ca, Cc'd R. Flindall, Re: Statement from Raoul Rochard Sahip Mohammed
111. July 24, 2009 - email from M. Jack to OPP DL Peterborough County Detachment, Re: RPG for arrest of John Derek Williamson
112. March 9, 2009 - email from M. Jack to C. Laperle, Cc'd R. Flindall, Re: Sumilas, Shawn
113. February 10, 2009 - email from M. Jack to R. Flindall, Re: INC000002167808 Priority 8 – Minimal has been assigned to JUS MSG OPP RMS ADMIN
114. August 15, 2009 - email from J. Payne to R. Flindall, Re: Jack's last evaluation
115. September 22, 2009 - email from J. Payne to R. Flindall, Re: Read this occurrence tonite
116. September 25, 2009 - Cover Memo w/ M. Jack's evaluation response

J OPP General Information Form Re: Michael Jack, Date: August 2-15, 2009

K OPP General Information Form Re: Michael Jack, Date: August 15, 2009

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1. September 20, 2009 - email from R. Nie to P. Butorac, Re: PC Jack's 8mth evaluation
 2. September 25, 2009 - email from R. Nie to R. Flindall and P. Butorac, Re: Jack
 3. October 25, 2009 - email from R. Nie to R. Campbell, C. Kohen, P. Salter, P. Butorac, J. Postma and D. Lee, Re: Jack evaluation draft with attached Evaluation Report and Work Improvement Plans
 4. September 14, 2009 - email from M. Johnston to R. Campbell, R. Flindall, R. Nie, C. Kohen, J. Postma, P. Butorac Re: Jack WIP masterc with attached Work Improvement Plan
 5. September 18, 2009 - email from M. Johnston to R. Nie, Ccd P. Butorac, J. Postma, K. Chapman, Re: P/C Jack

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6. September 20, 2009 - email from M. Johnston to P. Butorac, R. Nie, R. Campbell, Re: P/C Jack **URGENT**
7. September 14, 2009 - email from R. Campbell to M. Johnston, Cc C. Kohen, R. Flindall, R. Nie, J. Postma, P. Butorac, Re: Jack WIP (with attached Work Improvement Plan)
8. September 15, 2011 - email from R. Flindall to M. Johnston (forwarded to R. Campbell), Re: Clarification re PC Jack
9. September 1, 2009 email from M. Johnston to R. Flindall, R. Campbell, Re: PC Michael Jack
10. Undated - email from Ron (R. Campbell) to M. Johnston, D. Borton, Re: Moving of Cst. Mike Jack
11. Undated - OPP Briefing Note, Re: Cst. Jack
12. August 24, 2009 - email from J. Postma to R. Campbell, Re: Probationary Constable Michael Jack
13. General Information Form, R. Flindall Re. Cst. Jack
14. Undated – Confidential Duty Report, Submitted by J. Brockley

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1. August 18, 2009 - email from R. Campbell to R. Nie, Re: Moving of Cst. Mike Jack
 2. August 20, 2009 - email from R. Campbell to B. Lafrenier, R. Flindall, Cc: R. Nie, J. Postma, Re: Constable Mike Jack
 3. August 26, 2009 - email from J. Postma to R. Nie, Re: Probationary Constable Michael Jack
 4. August 27, 2009 - email from J. Postma to R. Campbell, Cc: R. Nie, Re: PC Jack
 5. August 27, 2009 - email from R. Campbell to R. Flindall, S. Filman, J. Postma, R. Nie, C. Kohen, M. Johnston, Re: PCS066 for Mike Jack
 6. August 28, 2009 - email from R. Campbell to J. Postma, Cc: R. Nie; Re: PC Jack
 7. September 8, 2009 - email from R. Campbell to D. McNeely, Cc: M. Jack, J. Postma, R. Nie, P. Butorac, D. Lee, C. Kohen, Re: Driving Assessment, Thursday 10 Sept 2009 – Kingston
 8. September 9, 2009 - email from R. Campbell to R. Flindall, R. Nie, Re: PCS66_Jack (with attached Performance Evaluation Report)
 9. September 9, 2009 - email from R. Campbell to C. Kohen, R. Flindall, Cc: M. Johnston, D. Lee, R. Nie, Re: PCS66_Jack

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10. September 11, 2009 - email from R. Campbell to R. Flindall, Cc: J. Postma, R. Nie, P. Butorac, M. Johnston, Re: Jack
11. September 11, 2009 - email from R. Campbell to M. Johnston, C. Kohen, R. Flindall, R. Nie, J. Postma, P. Butorac, Re: PCS66_Jack8 (with attached Performance Evaluation Report-Report Month 7, Work Improvement Plan)
12. September 14, 2009 - email from R. Campbell to M. Johnston, Cc: C. Kohen, R. Flindall, R. Nie, J. Postma, P. Butorac, Re: Jack WIB masterc.doc
13. September 16, 2009 - email from R. Campbell to D. McNeely, Cc: J. Postma, P. Butorac, R. Nie, M. Johnston, Re: Ron-can you advise if everything is a go for Friday Driving assessment with Michael
14. September 18, 2009 - email from M. Johnston to R. Nie, Cc: P. Butorac, J. Postma, K. Chapman, Re: P/C Jack
15. September 20, 2009 - email from P. Butorac to M. Johnston, R. Nie, Re: P/C Jack **URGENT**
16. September 20, 2009- email from M. Johnston to P. Butorac, R. Nie, R. Campbell, Re: P/C Jack **URGENT**
17. September 24, 2009 - email from R. Flindall's personal email to R. Nie, Re: PC Jack WIP
18. September 29, 2009 - email from R. Campbell to P. Butorac, R. Nie, J. Postma, Re: FW: Driving assessment – Michael Jack – requires remedial driving
19. September 29, 2009 - email from R. Campbell to J. Postma, P. Butorac, R. Nie Re: FW: Driving assessment – Michael Jack – requires remedial driving
20. October 5, 2009 - email from K. Taylor to C. Kohen, Cc: R. Campbell, D. McNeely, R. Nie, Re: PC Michael Jack – Driving Remediation
21. October 5, 2009 - email from R. Campbell to K. Taylor, C. Kohen, D. Lee, R. Nie, P. Butorac, J. Postma, Re: Driving Memo – Michael Jack (with attached Memo dated October 2, 2009 and Driver Competency Assessment)
22. October 5, 2009 - email from C. Kohen to R. Campbell, D. Lee, R. Nie, P. Butorac, J. Postma, Re: Driving Memo – Michael Jack
23. October 5, 2009 - email from D. Lee to C. Kohen, R. Campbell, R. Nie, P. Butorac, J. Postma, P. Salter, Re: Driving Memo – Michael Jack
24. October 5, 2009 - email from R. Campbell to D. Lee, C. Kohen, R. Nie, P. Butorac, J. Postma, P. Salter, Re: Driving Memo – Michael Jack
25. October 5, 2009- email from R. Campbell to C. Kohen, R. Nie, P. Butorac, Re: Driving Memo – Michael Jack
26. October 8, 2009 - email from R. Campbell to C. Kohen, P. Butorac, R. Nie, J. Postma, D. Lee, P. Salter, RE: PC Jack evaluation draft (with attached Performance Evaluation Report-Month 9 and Work Improvement Plan)

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27. October 14, 2009 - email from K. Taylor to M. Jack, Cc: P. Butorac, R. Nie, C. Kohen, Re: Driver Training
28. October 27, 2009 - email from K. Taylor to R. Nie, Cc: R. Campbell, P. Butorac, C. Kohen, M. Jack, Re: Remedial driver training for PC Michael Jack
29. November 10, 2009 - email from R. Campbell to C. Kohen, R. Nie; Cc: D. Lee, D. Borton, P. Butorac, R. Flindall, Re: Prob Jack (with attached Performance Evaluation Report-Month 10 and Work Improvement Plan)
30. November 10, 2009 - email from C. Kohen to R. Campbell, R. Nie, Cc: D. Lee, D. Borton, P. Butorac, R. Flindall, K. Taylor, Re: Prob Jack
31. November 10, 2009 - email from K. Taylor to R. Nie, Cc: R. Campbell, C. Kohen, P. Butorac, M. Vanlanduyt, RE: PC Jack – PCS66P – Police Vehicle Operation
32. November 10, 2009 - email from R. Campbell to R. Nie, P. Butorac, Re: Updated comments. FW: Prob Jack
33. November 15, 2009 - email from P. Butorac to R. Nie, Re: Michael Jack remedial driver training
34. November 18, 2009 - email from J. Postma to R. Campbell, C. Kohen, Cc: P. Butorac, R. Nie, Re: Prob Jack
35. December 1, 2009 email from K. Taylor to D. Beckett, R. Nie, C. Kohen, P. Butorac, M. Jack, Re: Probationary Constable Michael Jack – Remedial driver training completion
36. December 14, 2009 email from C. Kohen to M. Reynolds, D. Lee, Cc: R. Nie, Re: PC Jack (with attached Release from Employment letter dated December 15, 2009)
37. December 16, 2009 email from R. Campbell to R. Nie, Re: Chronology

Shaun Filman

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DETACHMENT DOCUMENTS

VOLUME 3:

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- Q S/Sgt. Reynolds Notes, December 2009
- R Memo to Cst. Jack, Re: Notice of Proposed Release from Employment, dated December 9, 2009

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T	Undated - email from M. Reynolds to C. Kohen, D. Lee, Cc: H. Stevenson, Re: Prob Jack Notice Release
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Jamie Brockley

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|---|--|
| U | <ol style="list-style-type: none">1. Confidential Duty Report, Submitted on October 24, 20092. Will Say, Detective Constable Jamie Brockley |
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Deputy Chief Firearms Officers, M.P. (Mike) Johnston

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|---|--|
| V | <ol style="list-style-type: none">1. September 15, 2009 - email from R. Flindall to M. Johnston, Re: Clarification re PC Jack2. October 2, 2009 - D. McNeely M. Jack Driving Memo to R. Campbell, text format3. September 23, 2009 - email from M. Johnston to H. Stevenson Re: Com Centre4. September 29, 2009 - email from R. Campbell to M. Johnston, D. Lee, Re: Driving assessment – Michael Jack – requires remedial driving5. October 5, 2009 - email from R. Campbell to K. Taylor, C. Kohen, D. Lee, R. Nie, P. Butorac, J. Postma, Re: Driving Memo – Michael Jack (with attached D. McNeely M. Jack Driving Memo, dated October 2, 2009 and Driver Competency Assessment)6. September 10, 2009 - email from C. Cox to R. Campbell, M. Johnston, Re: I have a question about one of our officers intercepting communications7. September 23, 2009 - email from H. Stevenson to M. Graham, Cc: K. Smith, M. Armstrong, M. Johnston, RE: Old occurrence involving PC Jack8. August 27, 2009 - email from R. Campbell to C. Kohen, M. Johnston, Re: PC Jack9. September 11, 2009 - email from M. Johnston to H. Stevenson, Re: PC Michael Jack10. September 9, 2009 - email from R. Campbell to R. Flindall, R. Nie, Re: PCS66_Jack811. September 11, 2009 - email from M. Graham to K. Smith, P. Beesley, P. Powers, M. Armstrong, H. Stevenson, C. Cox, M. Johnston, Re: PC Michael Jack12. September 22, 2009 email from R. Flindall to T. Thompson, Cc: M. Johnston, Re: Com Centre13. September 17, 2009 email from R. Flindall to T. Thompson, Cc: M. Johnston, Re: Com Centre14. September 10, 2009 email from C. Cox to R. Campbell, M. Johnston, Re: Confidential Inquiry |
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15. August 20, 2009 email from R. Campbell to B. Lafrenier, R. Flindall, Re: Constable Michael Jack
16. August 18, 2009 email from R. Campbell to K. Taylor, Re: HTA Charge against Mike Jack while operating force vehicle today
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18. September 11, 2009 email from R. Campbell to Vi Grimmett, Re: Mussington
19. August 6, 2009 email from R. Flindall to M. Johnston Re: P/C Michael Jack
20. August 21, 2009 email from R. Campbell to M. Johnston, Re: Michael Jack Platoon D

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1. August 19, 2009 email from R. Campbell to J. Conway, M. Johnston, R. Flindall, S. Filman, Re: Possible charges against Douglas Anderson
2. September 10, 2009 email from R. Campbell to M. Johnston Re Rob Flindall
3. August 18, 2009 email from R. Campbell to M. Johnston, Re Moving of Cst. Mike Jack
4. January 29, 2009 email from H. Stevenson to M. Johnston, R. Campbell, Re: New Recruits – Special Attention to Prob Period – Jack and Kovacs
5. OPP Briefing Note Re: PC Jack
6. September 14, 2009 - email from R. Campbell to M. Johnston, Cc: C. Kohen, R. Flindall, R. Nie, J. Postma, P. Butorac, Re: Jack WIP masterpc (with attached Work Improvement Plant (Jack))
7. September 20, 2009 - email from M. Johnston to P. Butorac, R. Nie, R. Campbell, K. Chapman, R. Flindall, Re: P/C Jack **URGENT**
8. September 20, 2009 - reply email from M. Johnston to P. Butorac, R. Nie, R. Campbell, K. Chapman, R. Flindall, Re: P/C Jack **URGENT**
9. September 18, 2009 - email from M. Johnston to R. Nie, Cc: P. Butorac, J. Postma, K. Chapman, Re: P/C Jack
10. September 14, 2009 - email from M. Johnston to R. Campbell, R. Flindall, R. Nie, C. Kohen, J. Postma, P. Butorac, Re: Jack WIP masterdc (with attached Work Improvement Plant (Jack))
11. November 19, 2009 - email from R. Nie to C. Kohen, R. Flindall, Cc: P. Butorac, Re: Jack Chronology 09
12. October 7, 2009 - email from R. Nie to R. Campbell, C. Kohen, P. Salter, P. Butorac, J. Postma, D. Lee, Re: PC Jack evaluation (with attached Jack Evaluation Report and WIP)
13. September 25, 2009 - email from R. Nie to R. Flindall, Cc: P. Butorac, Re: Jack

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14. September 20, 2009 - email from R. Nie to P. Butorac, Re: PC Jack's 8mth evaluation

X S/Sgt. Campbell Notes, August - November 2009

PC Jennifer Payne

- Y
1. September 10, 2009 - email from R. Campbell to J. Payne, Cc: R. Flindall, M. Johnston, Re: Notes Tracking Cst Jack's duties on A Platoon
 2. September 22, 2009 - email from J. Payne to R. Flindall, Re: Read this occurrence tonite (with attached Occurrence Summary (SP05112642))

Z PC Payne Notes, June - August 2009

Chronology Re: PC Michael Jack's performance

AA Chronology #1

BB Chronology #2

ONTARIO PROVINCIAL POLICE ACADEMY (OPPA) DOCUMENTS

VOLUME 4:

1. Ten Code Test, dated December 9, 2008
2. Post Recruit Orientation - Class #411, undated
3. Recruit Orientation Course, Cruiser Familiarization Check List, dated November 31, 2008
4. Provincial Statutes Assignment #1, Answer Sheet, dated December 8, 2008
5. Crime Scene Scenario Handout - Death Scene - Adult
6. Performance Behavior Simulation, dated December 1, 2008
7. Recruit Scenario Evaluation, dated December 18, 2008
8. Ten Code Test, dated January 5, 2009
9. Ten code Test, dated December 29, 2008

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10. Recruit Scenario Evaluation, dated December 11, 2008
11. Basic Constable Training Program Student Evaluation, September 3 – November 27, 2008 (Diploma Awarded)
12. Basic Constable Training Program Student Evaluation, September 3 – November 27, 2008 (Diploma Not Awarded)
13. Ontario Police College Diploma, Basic Constable Training Program
14. Recruit Leadership Assessment Tool
15. December 15, 2008 - Jack Memo to Sgt. Tozser, Re: Failing to sign the 23:00 sign-in sheet on Sunday 14-Dec-08
16. Use of Force Instructor Evaluation Report, dated December 12, 2008 (with attached Gun Safety Rules, signed by PC Jack)
17. C8 Conversion Test
18. Absence Reports:
 - A) Absence Report, August 2008
 - B) Absence Report, September 2008
 - C) Absence Report, October 2008
 - D) Absence Report, November 2008
19. Recruit Progress/Interview Reports:
 - A) Recruit Progress/Interview Report – Week 1, dated September 12, 2008
 - B) Recruit Progress/Interview Report – Week 2, dated September 12, 2008
 - C) Recruit Progress/Interview Report – Week 3, dated September 20, 2008
 - D) Recruit Progress/Interview Report – Week 4, dated September 26, 2008
 - E) Recruit Progress/Interview Report – Week 5, undated
 - F) Recruit Progress/Interview Report – Week 6, dated October 11, 2008
 - G) Recruit Progress/Interview Report – Week 7, dated October 18, 2008
 - H) Recruit Progress/Interview Report – Week 8, dated October 26, 2008
 - I) Recruit Progress/Interview Report – Week 9, dated October 30, 2008
 - J) Recruit Progress/Interview Report – Week 10, dated November 7, 2008
 - K) Recruit Progress/Interview Report – Week 11, dated November 16, 2008 (2 copies – 1 dated, 1 undated)
 - L) Recruit Progress/Interview Report – Week 12, dated November 19, 2008
 - M) Recruit Progress/Interview Report – Week 13, undated

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20. Defensive Tactics Workshop Notification Form, dated November 11, 2008
21. Defensive Tactics Workshop Notification Form, dated October 8, 2008
22. Physical Feedback Profile
23. Documentation, Re: Swipe Card, dated received, September 30, 2008
24. S/Sgt. Colleen Kohen Notebook Notes and Description of Responsibilities

COURT TRANSCRIPTS

VOLUME 5:

1. *Provincial Offences Act* Court Transcript, R. v. Jack, April 1, 2010 and May 27, 2010

CAREER DEVELOPMENT BUREAU DOCUMENTS

VOLUME 6:

1. OPP letter to M. Jack, dated July 18, 2008 (date stamped July 30, 2008)
2. OPP, CDB Memo to Michael Jack, Re: Performance and Conduct Requirements of a Recruit Constable, dated August 25, 2008
3. OPP letter to M. Jack, dated July 18, 2008
4. Uniform Recruitment Applicant Processing Disposition, M. Jack, dated July 4, 2008
5. OPC, Basic Constable Training Program, Student Evaluation, Re: M. Jack, September 3 to November 27, 2008
6. Basic Constable Training Program completion certificate, M. Jack, dated November 27, 2008
7. OPPA Recruit Leadership Assessment Tool, Re: M. Jack
8. MCSCS Absence Reports: September, October and November, 2008
9. M. Jack Memo to Sgt. Tozser, Re: Failing to sign the 23:00 sign-in sheet on Sunday 14-Dec-08, dated December 15, 2008
10. OSMH Memo to Class 411, dated Christmas 2008

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11. Probationary Constable Performance Evaluation Report – 2nd month, Re: M. Jack, dated May 11, 2009
12. Probationary Constable Performance Evaluation Report – 3rd month, Re: M. Jack, dated April 27, 2009
13. Probationary Constable Work Improvement Plans, Re: M. Jack, dated May 11, 2009
 - Radio Communications
 - Flexibility
 - Police Vehicle Operation
14. Probationary Constable Performance Evaluation Report, dated June 11, 2009
15. J. Fantino, OPP letter to C. Condon, University of Liverpool, dated May 26, 2009
16. C. Condon, University of Liverpool to J. Fantino, Re: Research Participation, undated
17. Probationary Constable Performance Evaluation Report, Re: M. Jack – 5th month evaluation, dated August 31, 2009
18. Probationary Constable Performance Evaluation Report, Re: M. Jack – 7th month evaluation, dated August 31, 2009
19. Probationary Constable Performance Evaluation Report, Re: M. Jack – 8th month evaluation, dated October 5, 2009
20. Memo to S/Sgt Campbell, Re: P/C Jack 6 month evaluation (with attached Probationary Constable Performance Evaluation Report)
21. Probationary Constable Performance Work Improvement Plan, Re: P/C Jack, dated October 5, 2009
22. Sgt. D. McNeely Memo to R. Campbell, Re: M. Jack Driver Competency Assessment, dated October 2, 2009 (with attached Driver Competency Assessment)
23. Probationary Constable Performance Evaluation Report, Re: M. Jack – 9th month evaluation, dated October 23, 2009
24. Probationary Constable Work Improvement Plan, Re: M. Jack, dated October 8, 2009
25. Probationary Constable Performance Evaluation Report, Re: M. Jack – 10th month evaluation, dated November 18, 2009
26. Probationary Constable Work Improvement Plan, Re: M. Jack, dated December 14, 2009
27. M. Jack Memo Re: Federal Statutes, Rating: Does Not Meet Requirements, dated November 19, 2009
28. Probationary Constable Performance Evaluation Report, Re: M. Jack – 11th month evaluation, dated December 14, 2009

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29. Probationary Constable Work Improvement Plan, Re: M. Jack, dated December 31, 2009
30. OPP, Career Development Bureau Memorandum to P/C Jack and Peterborough County Detachment, Re: Notice of Proposed Release from Employment, dated December 9, 2009
31. M. Jack Memorandum to Chief Superintendent M. Armstrong, Re: Resignation from the Ontario Provincial Police, dated December 15, 2009
32. August 19, 2008 - email from B. Rathbun to S. Haennel, Re: Mike JACK
33. August 8, 2008 - email from J. Whitney to B. Rathbun, Cc: S. Haennel, Re: JACK, Michael
34. August 15, 2008 - email from S. Haennel to B. Rathbun, Re: Mike JACK
35. September 4, 2008 – email from S. Haenne to B. Rathbun, Re: Michael Jack
36. J. Whitney Memorandum Re: JACK, Michael 080558, dated August 6, 2008
37. August 13, 2008 – email from S. Haennel to D. Traviss, D. Lapalme, Re: Candidate Michael Jack
38. August 5, 2008 – email correspondence between M. Johnston and B. Rathbun, R. Campbell, Cc: S. Thomas, Re: Upcoming recruit
39. August 6, 2008 – email from S. Thomas to S. Haennel, Cc: A. McCollum
40. August 5, 2008 email from S. Thomas to G. Trivett, Cc: S. Haennel, Re: Upcoming Recruit
41. Michael Jack Application, Position of Constable/Cadet, dated April 2, 2008
42. Michael Jack, Police Constable Selection, Confidential Candidate Personal History Form, dated April 28, 2008
43. Jack, Ontario Constable Selection System, Consent and Release of Liability Form, dated March 30, 2008
44. Jack, Checklist of Mandatory Information
45. OPP, Recruitment, Driving Questionnaire, dated May 29, 2008
46. Constable Assessment, Pre-Background Questionnaire, Re: M. Jack, dated May 29, 2008
47. OPP, Career Development Bureau - letter to M. Jack Re: Ontario Association of Chiefs of Police (OACP), Constable Selection System (CSS) Testing Results, dated May 23, 2008 (with attached OACP Certificated of Results)

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48. Police Constable Selection, Applicant Survey Form – M. Jack
49. Michael Jack – Application for Constable/Cadet position, Cover Letter, Resume and References, dated March 31, 2008
50. June 2, 2008 email from M. Jack to S. Haennel, Re: Hello from Michael Jack
51. OPP, Career Development Bureau letter to M. Jack Re: Progression of the Recruitment Process, dated May 30, 2008
52. OPP, Career Development Bureau letter to M. Jack Re: Acknowledgement of Employment Application Receipt and Recruitment Process, dated April 11, 2008
53. OACP, Constable Selection System, Performance Declaration, Re: M. jack, dated may 29, 2008
54. OACP, Constable Selection System, Authorization From, Re: Research Use of Psychological Tests/Interviews/Evaluations – M. Jack, dated May 30, 2008
55. OPP, Corporate Services Confidential Internal Briefing Report, Re: Jack's gun collection, undated
56. Internal Complaint, Re: Jack association with known criminals – Received dated: November 9, 2009
57. Complaint Intake Form, dated September 11, 2009
58. September 23, 2009 - email from P. Butorac to M. Johnston, A. Crawford, Cc: R. Flindall, R. Campbell, Re: 254009-0173 Internal Complaint-PC Jack
59. Memorandum to PC Jack, Re: Notice of Internal Complaint, dated September 23, 2009
60. Professional Standards Bureau Investigation Report 2545009-0173
61. Memorandum to PC Jack, Re: Internal Complaint 2545009-0173, dated November 25, 2009

ONTARIO PROVINCIAL POLICE ORDERS

VOLUME 7:

1. Chapter 2: Law Enforcement, 2.51: Supervision – Member
 - January - December 2008 Policy
 - September 2008
2. Chapter 6: Administration & Infrastructure, 6.4: Human Resources
 - January - December 2008 Policy
 - September 2008 - December 2009 Police Orders Excerpt

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|-----|---|
| 3. | Introduction, 0.1: Introduction to Police Orders <ul style="list-style-type: none">▪ December 2009▪ September 2008 |
| 4. | Chapter 2: Law Enforcement, 2.51: Supervision – Member <ul style="list-style-type: none">▪ September 2008▪ December 2009 |
| 5. | Probationary Constable Evaluation Report Guidelines, dated November 2008 |
| 6. | Chapter 6: Administration & Infrastructure, 6.16: OPP Vehicles, September 2008 |
| 7. | Chapter 2: Law Enforcement, 2.2: Communications/Dispatch, September 2008 |
| 8. | Chapter 6: Administration & Infrastructure, 6.4: Human Resources |
| 9. | Chapter 6: Administration & Infrastructure, 6.10: Professionalism in the OPP, September 2008 |
| 10. | Introduction, 0.1: Introduction to Police Orders, September 2008 |
| 11. | Chapter 2: Law Enforcement, 2.51: Supervision – Member, September 2008 |
| 12. | Chapter 6: Administration & Infrastructure, 6.4: Human Resources, 6.4.8: Probationary Constable, September 2008-December 2009 Police Orders Excerpt |
| 13. | Chapter 2: Law Enforcement, 2.51: Supervision – Member, December 2009 |
| 14. | Introduction, 0.1 Introduction to Police Orders, December 2009 |

L

PETER BUTORAC

Butorac, Peter (JUS)

From: Nie, Richard (JUS)
Sent: September 20, 2009 3:25 AM
To: Butorac, Peter (JUS)
Subject: PC Jack's 8mth evaluation

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.

Butorac, Peter (JUS)

2

From: Nie, Richard (JUS)
Sent: September 25, 2009 1:39 AM
To: Flindall, Robert (JUS)
Cc: Butorac, Peter (JUS)
Subject: Jack

Rob - I proof read everything and only found one thing (you probably don't have the electronic version of the actual evaluation anyways so Filman will have to fix this). The evaluation by the rating and the comments shows Federal Statutes as Meets Requirements. The WIP shows it as a deficiency with a plan (which by the way I totally agree with). So, what that means is this:

1. the category for Federal Statutes needs to be changed on the actual evaluation to Does Not Meet so it matches with the WIP (I was going to delete it off the WIP so it matched but on some examples you say "see #2 and #7 so I couldn't do that). Filman will also need to amend his comments as well to support the Does Not Meet - he can probably copy what you wrote in the WIP
2. The category for Department was rated Does Not Meet but it was not on the WIP. I decided to just go ahead and write it in myself on the WIP (this is where the leaf tickets come in) so we could give it all to Jack tonight.

The originals are in your tray for signing by everyone. I would expect that Jack will refuse to sign again until he drafts his response.

Hope it all makes sense,

Rich.

3

Butorac, Peter (JUS)

From: Nie, Richard (JUS)
Sent: October 7, 2009 4:25 PM
To: Campbell, Ron (JUS); Kohen, Colleen (JUS); Salter, Peter (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS)
Subject: PC Jack evaluation draft
Attachments: Recruit Prob Eval(jack#9).doc; Recruit Prob Eval (Jack work improve #9).doc

Attached below are the first drafts I completed today of PC Jack's 9th month evaluation and work improvement plan.

Colleen - I am working days again tomorrow so if you have any suggestings prior to the teleconference I can add them into the plan. I followed the format for the work improvement plan that you have suggested in the past. The only difference here is that some of the categories are measureable in that we can fix them by assigning **tasks** and tracking results, and some are not as measureable. By that I mean that for the categories like Oral, **Decisive** Insight, Analytical Thinking, Resolution, Personal Accountability, Flexibility, and Respectful Relations I **struggled** a bit with what to write for the action steps. My gut feeling is that I can fix some of the categories, but others **fall** under the "you can't teach common sense" umbrella, and PC Jack needs to step up and accept some responsibility here. Anyway, let me know what you think,

Rich

16/02/2011



PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

Probationary Constable Category (select one):	<input checked="" type="checkbox"/> 4 th Class Constable, Probationary Status Report Month: 9 <input type="checkbox"/> Experienced Officer Report Month: select month <input type="checkbox"/> Amalgamated Officer Report Month: select month
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Surname: JACK	Given Name: Michael
Badge: 12690	WIN: 393080
Detachment/Section: Peterborough County	Region/Bureau Central East
Evaluator: PC Richard Nie	Badge: 10517
Evaluation Period: (DD/MM/YY) Start: 09/SEP/09 End: 09OCT09	
Probationary Period Start Date* (DD/MM/YY) 09JAN09	
<small>**4th Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy</small>	
<small>** Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP</small>	

Coach Officers and Accountable Supervisors have responsibilities associated with the day-to-day coaching, development and supervision of the Probationary Constable utilizing the [Recruit Field Training Manual](#).

All completed PCS 066P documents are to be sent to the Career Development Bureau after Regional Command comments and signatures are obtained.

Ontario Public Service (OPS) policy requires every OPS employee to have an annual Performance Development Plan (PDP) and Learning and Development Plan. The Probationary Constable Evaluation form, in conjunction with the Constable position description constitutes the PDP for OPP Constables while on probation. This form specifies the criteria by which the performance of Probationary Constables is evaluated and establishes the basis for recommending (or not) a change from probationary to permanent status.

The [Recruit Field Training Manual](#) is the generic Performance Evaluation Plan for Probationary Constables. It is supplemented with an individualized Work Improvement Plan when necessary to help a Probationary Constable satisfactorily meet all expectations set out in this form. The Coach Officer and Supervisors roles are essential to the Probationary Constable's success in obtaining permanent status.

PERFORMANCE ASSESSMENT

The Performance Assessment Criteria have been developed to provide a standardized rating for levels of performance.

Probationary Constables must achieve "Meets Requirements" in all categories in order to be recommended for permanent status.

Meets Requirements	Performance consistently meets requirements.
Does Not Meet Requirements	Performance fails to meet requirements. (Mandatory that Work Improvement Plan be completed)
No Basis for Rating	Not demonstrated or observed. (Mandatory comment required)

JOB KNOWLEDGE & SKILLS

RATING

ATTITUDE TOWARDS LEARNING

Able to re-evaluate personal opinions, judgments and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.

Specific example:

PC Jack has an obvious desire to learn and is willing to attempt any task given to him. He seeks input, direction, and advice on every task that he performs. His body language shows his disgust when he makes a mistake or has to be corrected on something and he appears overly frustrated. He struggles with trying to put every situation into a mold or template that he can follow and then being disappointed when things don't go exactly as planned. He also places blame on the situation or individuals involved rather than accepting ownership for his own mistakes.

On 10SEP09, PC Jack was completing a report from a stolen vehicle. He advised that he needed assistance locating the address as he had never been shown how to search for one before and link it properly. He was questioned as to how this was possible with eight months on the job as this would have been taught in Orillia or his first occurrence at detachment. He brought up another occurrence of his and showed the address which had not been entered correctly. He was explained how to correct it and he placed the blame on another officer for showing him the wrong way. It was apparent that he knew how to enter the address, but was checking to see if his new coach would show him something different. When confronted on this, he then advised that it was his mistake and he had been shown properly saying he was embarrassed and was not trying to be untruthful.

Does Not Meet Requirements

PROVINCIAL STATUTES

Able to identify, articulate and process applicable elements in Provincial Statutes.

Specific example:

PC Jack appears to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. When questioned about types of offences and the elements required to prove them he has for the most part been able to discuss them and articulate why he may or may not have grounds to lay a charge. His hesitation lies with actually deciding to make a stop or not - this is discussed under traffic.

Meets Requirements

FEDERAL STATUTES

<p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: As with Provincial Statutes, PC Jack appears to have a working knowledge of the offences that he has encountered this month. His difficulty lies with converting that book knowledge into practice on the road. He appears very hesitant with making the choice to proceed with an arrest or a charge. Of the situations that were encountered this month, there was only one that resulted in an arrest.</p> <p>On 23SEP09 he was dispatched to an unwanted person call. Upon arriving at the residence he began speaking with the complainant who had met PC Jack previously. The complainant was seeking advice on what options he had and also what he wanted the officers to do. After some time the complainant brought the unwanted person to the door. It was apparent quickly that due to his intoxicated state that he could not stay at the residence with the complainant. Up until the point that the suspect started to walk away from PC Jack, he made no indication as to how he was going to resolve the situation. As the suspect started to leave, the coach officer told PC Jack to arrest the male and he would be coming with police. At the time of the arrest, search, or transport to detachment, the male was never read his rights to counsel. When this was discussed afterwards with PC Jack, he advised that he didn't do it because he didn't think he had to for a Prevent Breach of Peace arrest, and then said it was because his coach pressured him to proceed quickly with the arrest. As the issue of forgetting rights to counsel and caution was raised in prior evaluations, it appears that this stills needs some correction as it happened on the first arrest with the new coach officer.</p>	<p>Does Not Meet Requirements</p>
<p>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p> <p>Specific example: PC Jack shows a complete understanding of the policies and procedures that are used each day. He categorizes every email he receives into folders and has memory sticks full of reports and procedural examples.</p> <p>On the stolen vehicle occurrence mentioned above, he searched police orders without difficulty to locate the necessary information to complete the call.</p>	<p>Meets Requirements</p>
<p>POLICE VEHICLE OPERATION</p> <p>Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.</p> <p>Specific example: PC Jack appears to be a very nervous driver and lacks confidence. He drives safely but causes concern with some of his habits. PC Jack relies heavily on his GPS unit. On more than once instance PC Jack has missed a turn going to a call because he has passed it before his GPS told him to turn. When approaching intersections, he will often slow to almost a complete stop even when the light is green. When questioned about this he advised that his father taught him to be safe. He often travels at approximately 10km/h below the posted speed limit, which creates long lines of traffic behind the cruiser and also confusion on the part of the public with what he is going to do. When patrolling, if his coach starts a conversation or begins to teach or correct a problem, he will immediately lift his foot off the gas and drive slow. His inability to multitask is also shown by the fact that he will not focus on the things around him if he is distracted by something like a conversation. PC Jack also completed a driving assessment this month which has required him to have some remedial work done.</p> <p>On 18SEP09 PC Jack was returning to his patrol zone from a call. He was involved in a discussion with his coach about the call when a youth on the sidewalk rode his bicycle out in</p>	<p>Does Not Meet Requirements</p>

<p>front of the cruiser. PC Jack had to brake and then observed the youth do a circle on the road in front of him and then proceed back onto the sidewalk. The youth had no helmet or light and it was also well after dark. When questioned as to why he didn't stop to speak with the youth, PC Jack advised that he wasn't thinking in a police officer mind set – he was told that he was working the full 12 hours and that he needs to be able to multitask – just because he is talking doesn't mean he can't stop to deal with an offence.</p>	
<p>TRAFFIC ENFORCEMENT</p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: PC Jack has written 4 provincial offence notices during this time frame. According to RMS, for this month he had 21 calls for service of which 10 were reportable incidents. PC Jack is often content on staying at the detachment to complete paperwork. He has difficulty prioritizing his tasks to allow for more enforcement. He will get focused on one task or assignment and not be able to think about proactive things until he has the first completed. He is being taught to use the community policing offices to complete his work as opposed to wasting time by driving all the way back to the detachment after each call.</p>	<p>Does Not Meet Requirements</p>

<p>COMMUNICATION SKILLS</p>	<p>RATING</p>
<p>ORAL</p> <p>Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.</p> <p>Specific example: PC Jack is making concerted efforts to improve in this area. He speaks very slowly and methodically at calls so that the person he is speaking with understands what he is asking. He is professional and polite with individuals. He needs to work on sorting through the information he is given to ask more detailed questions to get the answers he needs. He attempts to use templates for questioning and follows a format. This covers the basic points but he misses relevant points pertinent to each individual case by doing this.</p> <p>On 18SEP09, PC Jack was sent to his first sudden death call. He was unable to gather basic information right at the beginning from the park owner to relay to the Sergeant who was on his way. The park owner had no idea what PC Jack was initially asking until his coach stepped in to clarify. It was explained to him how he needed to sort through all of the details to pinpoint the main details to relay to other officers so the call could be completed efficiently.</p>	<p>Does Not Meet Requirements</p>
<p>WRITTEN</p> <p>Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports</p>	<p>Meets Requirements</p>

<p>utilizing electronic forms such as RMS.</p> <p>Specific example: PC Jack writes very detailed occurrence reports for the calls he attends. Aside from some minor punctuation errors at times, he rarely lacks any of the required information for the reader. He does need to be more careful with his note taking as in some cases he has not recorded important details. This has been pointed out and will be monitored. A comment cannot be made on crown brief synopsis as no new ones were completed this month.</p>	
<p>LISTENING SKILLS</p> <p>Expresses active listening skills; accurately understands and attends to the facts and feelings of the sender. Able to clarify and re-frame the message with the sender in a professional manner.</p> <p>Specific example: PC Jack is a very attentive listener and always confirms that he understands the conversation he is having, whether it is instruction or gathering details from a complainant. In this month, there have not been issues with him understanding or completing tasks as assigned.</p> <p>On 18SEP09 at a sudden death call PC Jack did very well at gathering the information he needed from a very distraught family member. He had to deal with someone who was upset and didn't quite understand all of the police procedures.</p>	<p>Meets Requirements</p>
<p>NON-VERBAL</p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example: PC Jack continues to learn how he can impact situations without even speaking. On the very first talk he attended with his new coach he learned that something minor like talking to someone while wearing sunglasses can cause problems. He corrected the situation immediately and is more aware of these things.</p>	<p>Meets Requirements</p>
<p>RADIO COMMUNICATIONS</p> <p>Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.</p> <p>Specific example: PC Jack uses proper language and codes on the radio. His struggles involve the actual use of the radio. Though he continues to work at this, PC Jack seems to forget at times to update the dispatcher with what he is doing and where he is going. He also has trouble with listening to the radio when he is distracted by a conversation or task. His coach will remind him at times that he is being called and he hasn't heard because he is doing something else.</p> <p>On 18SEP09 PC Jack was dispatched to a collision and then was sent to a sudden death. PC Jack requested that another officer attend to do his first call. It was pointed out to him that if he had been listening to what his shift was doing, he would have realized that there were no other officers available as they all had their own calls already.</p>	<p>Does Not Meet Requirements</p>

COMMUNITY FOCUS	RATING
<p>COMMUNITY FOCUS</p> <p>Demonstrates a desire to help and serve others; works to discover and meet</p>	<p>Meets Requirements</p>

<p>community needs; demonstrates a customer service orientation towards the public; develops culturally appropriate contacts that can provide support to victims of crime.</p> <p>Specific example: When out in the community, PC Jack has shown a willingness to participate in directed patrols when asked to do so by his supervisor. He needs to be encouraged as mentioned before to be more proactive and stay out in his community as opposed to going back to the detachment. He is also learning the benefit of knowing people in his zone and how they can help him when required.</p>	
<p>VALUING DIVERSITY</p> <p>Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.</p> <p>Specific example:</p>	<p>Meets Requirements</p>

PROBLEM SOLVING SKILLS	RATING
<p>DECISIVE INSIGHT</p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: PC Jack has a lot of difficulty in this area. He is very intelligent person and is extremely book smart. His struggle comes when he attempts to convert this book knowledge into practical use on the road. PC Jack attempts to fit every incident into a mold or proforma that he can follow in future calls. As long as the call plays out identical to the one he experienced before, he does a good job. When the situation changes, PC Jack runs into trouble as he attempts to do things from the way he has memorized before.</p> <p>On 19SEP09 PC Jack observed a pedestrian walking down the road carrying a cup. PC Jack's first reaction was to say that he thought the man was drunk. His reasoning was that it was at night and he was hiding a cup. He proceeded to stop the cruiser (half in a live lane with no emergency lights) and speak with the male. The male was going for a walk with his Tim Horton's coffee. PC Jack was very awkward with his approach and it caused the male to look at his coach officer for clarification as to why he was stopped. The male actually asked if he was doing something wrong. The minute he realized it was a coffee cup and the male wasn't intoxicated he should have changed his approach away from interrogation to a friendly chat, which is was unable to do.</p>	<p>Does Not Meet Requirements</p>
<p>ANALYTICAL THINKING</p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: PC Jack does well at parts of this category, but in others he lacks. He is a very methodical and systematic thinker, and tries to make patterns and proformas to handle his calls. The problem lies in translating these to the individual situations he is dealing with. He has trouble connecting the dots or piecing together the key elements to develop a solution. He gets so focused on patterning himself after the way he did things before that he cannot adapt to the current set of circumstances.</p> <p>For example, in the incident mentioned earlier involving the youth on the bicycle, PC Jack would take the constructive criticism and take it to mean that he should stop every youth on a bicycle without a helmet and no light. He has trouble deciphering between what procedures are set in stone and which ones are flexible. In this example, PC Jack was reminded that the</p>	<p>Does Not Meet Requirements</p>

<p>instruction did not mean to stop every single youth on a bike now, that heading to an alarm call would take precedence over something like that.</p>	
<p>RESOLUTION</p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: PC Jack has trouble determining what is the most appropriate solution to a problem he faces. He either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting his decision is correct.</p> <p>At a stand by keep the peace call on 15SEP09 PC Jack was unable to reach either the complainant or the homeowner at the time of the call. He decided to attend the residence and determined that no one was home. He then proceeded to call the dispatcher and have her call the complainant to attend and gather her belongings. The coach officer stopped this and asked PC Jack why he would have someone come to get there belongings alone without being able to ensure they didn't take the homeowners property. He blamed his lack of judgement on other officers he worked with saying he thought he had seen them do that before at a stand by. When he was asked to explain the circumstances of that call, it was clear that it was not a similar incident and he agreed that the details were different.</p>	<p>Does Not Meet Requirements</p>
<p>FOLLOW-UP ORIENTATION</p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

LEADERSHIP ATTRIBUTES	RATING
<p>INITIATIVE</p> <p>Tries to make a positive difference, improve outcomes and effectively manage problems.</p> <p>Specific example: PC Jack is doing the best he can given the circumstances. He is willing to participate in things like RIDE checks and tries to stay positive. He understands that he has work to do to improve in several areas and has been willing to attempt to correct these areas. He needs to continue to work at staying out of the detachment and working in his zone, not only to improve his enforcement totals but to remain visible for the community.</p>	<p>Meets Requirements</p>
<p>PERSONAL ACCOUNTABILITY</p> <p>Takes responsibility for one's own actions and consequences and willingly deals with</p>	<p>Does Not Meet Requirements</p>

<p>any identified performance deficiencies.</p> <p>Specific example: In contrast to saying that he is making attempts to improve, PC Jack shows no ability to accept responsibility for his actions. He will work at improving the deficiencies, but he never will accept that it is his fault - he will always blame his issues on another officer or individual.</p> <p>From the first day with his new coach officer, it was evident that this was going to be a problem area. PC Jack requested help with completing a vehicle record search on MTO. He advised that he had never done this before, which was a surprise given he was at the 8 month mark on the road. He was shown where to locate the form and advised to attempt to fill in the blanks. He then brought it back for review and there were two minor errors pointed out. Upon hearing this, PC Jack advised that when another officer showed him before how to do the form that he said it was okay the way he had done it. PC Jack was advised immediately that answer shopping was one of his problem areas and it would not be tolerated. He was advised that he could not set up his coach or other officers by asking questions that he already knew the answers to just to point out that he had been taught differently. He was also told that lying and blaming other officers was unacceptable. PC Jack apologized and said it wouldn't happen again.</p> <p>Since that day, it has been daily that something will come up where PC Jack attempts to ask questions that he already knows the answer to. On 19SEP09 he asked his coach how to sign a ticket because he didn't know the correct way to sign. He advised on 15SEP09 that he did not know how to start off his notebook as he had never been taught. It was explained in both instances to him that it couldn't be true that he hadn't been shown these basic tasks. It was pointed out again that it was clear that he was not being truthful just to see if this coach officer would give a different answer so that he could blame the other officer. He was told that his coach officer was not going to play games with him and PC Jack smiled. It was apparent that PC Jack knew that his coach officer had figured out what he was attempting to do.</p>	
<p>PLANNING & ORGANIZING</p> <p>Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.</p> <p>Specific example: When it comes to paperwork and follow-up, PC Jack is very organized and looks after his task list appropriately. In regards to calls for service, PC Jack has trouble prioritizing his calls - this is commented on under Flexibility and Problem solving skills.</p>	<p>Meets Requirements</p>
<p>FLEXIBILITY</p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example: PC Jack has difficulty under stressful situations. He is very good at staying focused on one specific task, but he has trouble adapting to multiple things. When he is confronted with more than one task at once, his decision-making tends to break down and other things falter such as his driving.</p> <p>On 09SEP09 at the start of shift PC Jack was advised of a pending threats call. He was asked to call the dispatcher for details. Upon returning to his coach, he advised that there were three calls outstanding and he had taken details on a stolen vehicle. He was advised to call back and get all three call details, and then prioritize which one to deal with first. He returned to advise that the threats call was not in his zone. It was explained how with only three day shift officers working for the first hour of the day, he would be taking calls in every zone. After 45 minutes he still had not contacted the complainant for the threats call which was obviously the most important call.</p>	<p>Does Not Meet Requirements</p>

INTERPERSONAL ATTRIBUTES**RATING****INTEGRITY**

Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.

Specific example:

Meets Requirements

RESPECTFUL RELATIONS

Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.

Specific example:

PC Jack has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. Unfortunately, he has not gained the trust of his coworkers with his decision to answer shop. As mentioned previously, PC Jack continually asks questions that he appears to know the answers to already. It appears that he is well aware of the fact that he is doing this as he has chuckled sometimes when his coach officer has pointed it out to him. He respects the skills and expertise of his partners, however has shown that he will blame another officer rather than admit a mistake.

Does Not Meet Requirements

SELF-CONFIDENCE

Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.

Specific example:

PC Jack does not show a lot of confidence in doing his job. When accepting criticism he often goes quiet and appears angry. He then takes time to formulate a response which always entails placing the blame on another officer for causing his error. He has been encouraged to trust his instincts in making decisions instead of solely relying on his coach for the answers.

On 02OCT09 at a family dispute call, PC Jack got to a point in the investigation that it was clear that he did not know what to advise that complainant. Instead of admitting to the complainant that he didn't know what to do, he continued to attempt to resolve things by given answers that were not correct. He ultimately stopped himself by directing the complainant to talk to his coach instead because he was the more senior officer. It was explained to him that people appreciate the fact that some of us are learning a job and that honesty works best in gaining the public's trust.

Does Not Meet Requirements

TEAM WORK

Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement.

Specific example:

PC Jack has been a willing participant in shift RIDE checks. Though quiet in nature, he appears to get along well with the other members of his shift.

Meets Requirements

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PERSONAL IMPACT	RATING
<p>SELF-AWARENESS</p> <p>Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions.</p> <p>Specific example: PC Jack is aware that everyone comes from a different background with different opinions. He does not let these things affect his decisions or communications with the public.</p>	<p>Meets Requirements</p>
<p>DEPORTMENT</p> <p>Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism.</p> <p>Specific example: Other than going quiet at times during instruction, PC Jack has not shown any instances where he has not been able to control his emotions.</p>	<p>Meets Requirements</p>
<p>APPEARANCE</p> <p>Projects a positive and professional image; maintains uniform and equipment.</p> <p>Specific example: PC Jack always maintains his uniform and equipment in top condition.</p>	<p>Meets Requirements</p>

COMMENTS AND SIGNATURES

Evaluation Meeting

- I have met and discussed my performance with my coach officer or my accountable supervisor.
- I have reviewed and discussed with my coach officer or my supervisor, my responsibilities under the policy on Safe Storage and Handling of Firearms.
- I have reviewed and discussed with my coach officer, or my supervisor, my performance in relation to my responsibilities under the Professionalism, and Workplace Discrimination and Harassment Prevention policies.

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category):

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

Detachment Commander

Comments (Mandatory):

Detachment Commander:

Detachment Commander's Signature:

Date:

Instructions:

At the conclusion of each evaluation period:

- Forward the completed and signed ORIGINAL document to Region/Bureau for signatures and tracking purposes.

Regional Commander (or designate)

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)
Signature:

Date:

Instructions:

At the conclusion of the evaluation period:

- Return a signed COPY of completed document to the member.
- Forward the completed and signed ORIGINAL document to Career Development Bureau for tracking

purposes.

Personal information on this form is collected under the authority of Sec. 17(2) of the Police Services Act, R.S.O. 1990, and will be used for the purpose of evaluating your job performance with the Ontario Provincial Police.

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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:	PC Michael JACK 12690	Accountable Supervisor: Badge:	Sgt. Peter Butorac 6901
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

- (1) Attitude Towards Learning - Able to re-evaluate personal opinions, judgements and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.
- (2) Federal Statutes - Able to identify, articulate and process applicable elements in Federal Statutes
- (3) Police Vehicle Operation - Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.
- (4) Traffic Enforcement - Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.
- (5) Oral - Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.
- (6) Radio Communications - Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.
- (7) Decisive Insight - Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.
- (8) Analytical Thinking - Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, person or events; identifies key elements in complex situations.
- (9) Resolution - Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.
- (10) Personal Accountability - Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.
- (11) Flexibility - Adapts to a variety of changing situations, individuals and groups.
- (12) Respectful Relations - Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.
- (13) Self-Confidence - Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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) Attitude Towards Learning - PC Jack can work towards meeting standards in this category by accepting ownership and responsibility for his mistakes. He has the desire to learn, he just needs to focus on correction not blame. This will continue to be addressed by the coach officer whenever it occurs and corrected immediately.
- (2) Federal Statutes - PC Jack will need to invest some of his time in studying the elements of criminal offences and his arrest authorities and procedures. At each call for service that provides the opportunity, these elements will be discussed to ensure that PC Jack is aware of the circumstances and what options are available. While enroute to calls, he and his coach are already developing a game plan of how to handle the call based on dispatch information alone.
- (3) Police Vehicle Operation - PC Jack will be completing remedial driver training with Sgt. Kent Taylor of GHQ.
- (4) Traffic Enforcement - Use directed patrol boards to assign PC Jack to specific enforcement areas for one hour each day. This will allow him to go to a known problem area where he will ensure that each shift he comes away with some positive enforcement. To be completed daily and documented through DAR. If unable to complete due to calls for service PC Jack can document this and report to his coach for the next evaluation period.
- (5) Oral - PC Jack will need to focus more closely on hearing exactly what things are being said by the people he is speaking with. This will flow directly from his increased knowledge of Federal and Provincial Statutes as he will learn what questions to ask to help complete his investigation. When time permits, he can plan ahead and tell his coach officer what things he will be asking at the calls and what he plans to do with the information. He needs to avoid memorizing steps and listening to the information given to him through his questions.
- (6) Radio Communications - PC Jack will be monitored closely to ensure that he advises the dispatcher of every stop that he makes and what he is doing. It will continue to be pointed out to him by his coach officer if he ever misses hearing the radio.
- (7) Decisive Insight - PC Jack needs to make his best efforts at using common sense. Role playing ahead of time prior to attending calls can assist in this somewhat, and he will continue to be steered away from attempting to memorize calls and locations.
- (8) Analytical Thinking - As mentioned in the Oral category, as he improves with his knowledge of Federal Statutes, it flows that his thinking will improve as well. He will continue to discuss his thoughts and ideas with his coach officer when possible and avoid asking for the answer from his coach officer.
- (9) Resolution - PC Jack will continue to be forced to make decisions at calls. When he often shys away from making the decision and asks for the answer, he will be made to think on his own and develop a plan. Again, when time permits, these plans will be reviewed before and after the calls to determine their effectiveness.
- (10) Personal Accountability - No specific action step other than observing that other tasks are completed. It flows that if attempts are made to correct the problems and the steps are completed than the accountability will meet requirements.

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

(11) Flexibility - As the fall months are slower than the summer, PC Jack will have an opportunity again at a slower pace to show he can multitask. He will have discussions with his coach officer about calls for service each day and why he chooses to do one over the other. He will also be asked to start each day with a plan of what he wants to accomplish.

(12) Respectful Relations - PC Jack has to commit to himself that he will not answers shop and not blame others for his mistakes. He needs to commit to accepting responsibility for his actions. Once this is done, he will gain the trust of those he has spurned in the past.

(13) Self-Confidence - PC Jack will have to continue to just trust his own instincts. He needs to gain confidence in order for most of the other areas to show improvement. He is trying hard not to fail, and as a result is hesitant to make mistakes. This is a natural part of learning and he needs to accept that he will make errors, but they can be corrected with work.

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 ACHIEVED

To be completed by Accountable Supervisor

- (1) Listening Skills - PC Jack has followed all directions as assigned by his new coach officer and Sergeant.
- (2) Follow-Up Orientation - PC Jack has not shown any concerns in this area. He appears to keep his work up to date.
- (3) Planning & Organizing - PC Jack is very organized individual. The concerns identified with prioritizing calls is discussed under Flexibility and Problem Solving.
- (4) Provincial Statutes - PC Jack appears to have a good working knowledge in this area, no issues observed this past month.

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

- (5) Self-Awareness - PC Jack did not display and concerns in this area and is aware of individual backgrounds.
- (6) Teamwork - PC Jack has worked well with the members of his shift and participates in RIDE checks.
- (7) Written - PC Jack writes effective reports - no new crown brief synopsis were observed this past month.
- (8) Department - PC Jack has been observed control his emotions appropriately on any calls or situations he has been involved with.

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:
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Regional Commander's (or designate) Signature:	Date:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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Probationary Constable: Badge:	PC Michael JACK 12690	Accountable Supervisor: Badge:	Sgt. Peter Butorac 6901
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

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PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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TO CORRECT PERFORMANCE DEFICIENCIES:
(specify time frame to compete)
*To be completed by Accountable Supervisor***

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- (9) Resolution - PC Jack will continue to be forced to make decisions at calls. When he often shys away from making the decision and asks for the answer, he will be made to think on his own and develop a plan. Again, when time permits, these plans will be reviewed before and after the calls to determine their effectiveness.
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PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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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 ACHIEVED

To be completed by Accountable Supervisor

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PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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- (8) Department - PC Jack has been observed control his emotions appropriately on any calls or situations he has been involved with.

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:

Butorac, Peter (JUS)

4

From: Johnston, Mike P. (JUS)
Sent: September 14, 2009 11:07 AM
To: Campbell, Ron (JUS); Flindall, Robert (JUS); Nie, Richard (JUS); Kohen, Colleen (JUS); Postma, Jason (JUS); Butorac, Peter (JUS)
Subject: FW: JACK WIP masterc.doc
Attachments: JACK WIP masterc.doc



JACK WIP
masterc.doc (77 KB)

All

Detachment Commander's comments added.

Mike

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

From: Campbell, Ron (JUS)
Sent: September 14, 2009 10:44 AM
To: Johnston, Mike P. (JUS)
Cc: Kohen, Colleen (JUS); Flindall, Robert (JUS); Nie, Richard (JUS); Postma, Jason (JUS); Butorac, Peter (JUS)
Subject: FW: JACK WIP masterc.doc

Mike I will defer this to you for D/Commander Comments unless you prefer I add mine as Operations Manager.

Rich Jason and Peter: Please wait until we have heard from Colleen prior to disclosure.
Tks Ron

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

From: Flindall, Robert (JUS)
Sent: Sunday, September 13, 2009 5:36 PM
To: Campbell, Ron (JUS)
Cc: Kohen, Colleen (JUS); Filman, Shaun (JUS)
Subject: JACK WIP masterc.doc

Ron and Colleen,

Please find a revised WIP for PC JACK. PC FILMAN has compiled the ten separate WIP's into one and I have tweaked them to their final draft.

Robert Flindall
Sgt. 9740
Peterborough County OPP
VNET 501-4620

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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:	PC Michael JACK 12690	Accountable Supervisor: Badge:	R FLINDALL 9740
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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. One of the priorities of the 2008-2010 OPP Strategic Plan is effectiveness. A key strategy in achieving positive outcomes in this area is to hold ourselves accountable through ongoing evaluation in Performance Management. By showing an unwillingness to accept responsibility for his actions and blaming others, PC JACK has difficulty in learning from his mistakes in order to better prepare himself for the future.

2) Federal Statutes - PC JACK scored well in his OPC federal statutes component, however he has difficulty in putting book knowledge into practice while completing investigations. PC JACK has investigated many federal statute offences in his time at the Detachment but he has had difficulty in some procedures such as forgetting to read an accused their Rights to Counsel, speaking with another officer's accused without reading a supplementary caution or identifying key facts in issue in a case to substantiate the offence.

In regards to a Break and Enter PC JACK investigated, PC JACK disagreed with other senior officers and his Sergeant about the charges which were laid. Instead of speaking with his coach officer or Sergeant, PC JACK questioned officers on other shifts that were not present and voiced his disagreement with the charges laid. In this case, as well as answer shopping, it appears that PC JACK has let his opinion of the people involved sway his opinion of what charges should be laid rather than relying on what elements of an offence had been completed.

3) Resolution - PC JACK investigated a stand by to keep the peace during this period in which he attended alone. PC JACK did not realize that he was unable to resolve the matter. One of the involved parties in the matter realized this fact and called for a back up officer for PC JACK. Understanding ones strength and weaknesses is important in achieving a positive outcome during any call for service. This includes requesting assistance from fellow officers when dealing with difficult situations.

4) Follow-up - As indicated in previous evaluations, PC JACK had shown proper followup skills and kept a running list. An investigation came to light during this evaluation period, that PC JACK had been investigating over a period of several months. It was learned that PC JACK had not completed even the simplest of followup tasks, such as obtaining witness information and contact information, nor taken any statements to help substantiate the allegations.

5) Listening Skills - PC JACK has been identified as having poor listening skills. PC JACK had been told on a number of occasions that he was not to complete transcriptions of video statements. During a Criminal Harassment investigation, PC JACK was preparing court documents for the arrest of the suspect. PC JACK was given very specific instructions from his Sergeant on what to complete and what not to complete. It was confirmed with PC JACK that he understood. Instead of following the instructions given to him by his Sergeant, he completed the tasks that he felt should be done. As a result, he placed the lives of his victim and witnesses at unnecessary risk.

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 calls for service as well as what needs to be done on his list.

Part of the issue is that PC JACK will go too far in his investigations, completeing tasks that don't need to be done or over investigating. PC JACK has difficulty in identifying what is a non-reportable incident and investigating it as such. This can be seen in numerous instances such as typing a statement verbatim that didn't have to be completed or contacting and taking statements from witnesses that have no relevant 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

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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 situations 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 - During this evaluation period, PC JACK was involved in a break and enter investigation which was assisted by fellow officers including his Sergeant. Facts in issue were substantiated in the matter however, PC JACK felt the charges should not be laid. Instead of speaking with his coach officer or Sergeant, PC JACK spoke with officers on another shift. Instead of providing the officers the full details of the case, he with-held information causing these officers to provide advice in a certain manner. It subsequently came to light to these officers that he had manipulated the information and themselves. This has caused a significant level of distrust in PC JACK by his fellow officers.

10) Radio Communications - PC JACK sounds confident in his radio use and is not an issue. PC JACK however does not follow proper radio protocol by notifying his dispatcher as to his daily activities and his whereabouts. He has also been found to often not answer his radio when the dispatcher is calling him. This was pointed out to him one day by a senior officer and was directed to call the dispatcher as they had been looking for him. This senior officer was met by an upset PC JACK who told the officer that he would call the dispatcher when he wanted to.

Coach Officer's Comments:

All of the deficiencies noted above have been properly documented in PC JACK's PCS066.

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. Do not blame fellow officers for deficiencies identified in himself.

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. This is to be monitored by his coach officer during subsequent arrests. PC JACK should also be able to articulate the importance of rights to counsel and the various cautions and identify when each would be used.

During each of PC JACK's criminal investigations, he should be expected to identify the facts in issue in each case, using a Criminal Code. All criminal code information should be completed by himself and read by his coach officer to verify accuracy.

3) When a problem is taking too long to resolve or you are unsure of how to resolve a problem call another officer or better bring a second officer with you. PC JACK needs to identify this quickly during his investigations and not hesitate to seek out the assistance from fellow officers.

4) Identify who is a key witness to form grounds for an offence, obtain the appropriate names and contact information and obtain a

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detailed statement of those persons account of what happened as soon as possible. PC JACK needs to be monitored to ensure this is completed at the time of the complaint so subsequent investigations don't build on top of each other for follow-up to be completed.

- 5) PC JACK is expected to follow all instructions given by his coach officer or his Sergeant without fault. Should PC JACK require clarification on an instruction he is to speak with his coach officer first, and if they are not available, their Sergeant. Should it be known that neither would be available during any given tour of duty, a senior member is to be identified for PC JACK to seek guidance from. It is also expected that PC JACK is to be proactive and seek out guidance in the first place, and not let a matter sit without clarification.
- 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 than 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 implemented to get these tasks done. PC JACK's coach officer needs to review reportable vs non-reportable calls for service and their hierarchy.
- 7) Review the Mental Health Act and identify to his coach officer what would be required to make an apprehension under the Mental Health Act. Other common Provincial Offence Act should also be reviewed to ensure an adequate working knowledge of each.
- 8) Take ownership for his mistakes, discipline or instruction and use these circumstances as learning opportunities to better yourself from them.
- 9) See number 5 above.
- 10) Always advise the communications center of locations of vehicles stops and when out of the vehicle. Keep an ear to the radio for his Soft ID and respond in a timely manner. Use proper radio procedure using the status buttons on the radio.

PC JACK is expected to resolve the 10 items listed above by his second evaluation with his new coach officer. This will ensure a proper amount of time to work with his coach officer in achieving these goals.

Comments mandatory at all levels

Accountable Supervisor's Comments:

It is expected that PC JACK, at month eight of his probationary period, will show the necessary knowledge, skills and abilities to properly rectify the deficiencies in his current PCS066. Each goal is more than achievable with his experience level and should be easily obtained with the guidance of his new coach officer.

Accountable Supervisor's
Signature:

Date:

Probationary Constable's
Signature:

Date:

Detachment Commander's Comments:

Constable Jack is experiencing difficulty in a number of operational areas. Close supervision of this officer is recommended at this time to ensure the identified Work Improvement Plan is followed and the areas of concern rectified.

Detachment Commander's
Signature:

Date:

Regional Commander's (or designate) Comments:

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Regional Commander's (or designate) Signature:	Date:
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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: