

the appropriate rights, caution and demands rectifying issues that were identified in his previous evaluation.

POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS

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.

Specific example:

PC JACK has had no incidents in this evaluation period that would apply to this evaluation section. He continues to use CPIC, Email and RMS systems appropriately.

Meets Requirements

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.

Specific example:

During this evaluation period, PC JACK was involved in a traffic related incident in which he was charged with failing to yield to traffic on a through highway. PC JACK's cruiser operations almost resulted in a motor vehicle collision that was witnessed by his Sergeant and a fellow officer on shift. Documentation is on file for this incident. RM09096931

Does Not Meet Requirements

TRAFFIC ENFORCEMENT

able to maintain a consistent level of proactive visible

No Basis For Rating

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.

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. He has laid only 4 provincial offence notices during this time period. During this period, it was discovered that PC JACK has been issuing speeding tickets mainly at 15 km/hr over the speed limit. He has been spoken to about this practice and it is expected to stop.

You should put in here what he actually did during these 6 shifts 4 tickets does not work out to one per shift. What did he do with his time??

COMMUNICATION SKILLS

RATING

ORAL

Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.

Specific example:

PC JACK is professional with the public and is able to speak clearly and effectively with them in order to complete an investigation.

When I last checked part of Oral communication was to illicit feedback from the sender of the message. Cst Jack is claiming after the fact he misunderstood or did not know. Should he not be speaking up and asking questions??

Meets Requirements

WRITTEN

Expresses self clearly and concisely in writing.
Documents information accurately in a timely manner and includes all necessary information that is required for reports utilizing electronic forms such as RMS.

Specific example:

PC JACK's reports continue to be articulate and detailed.

Maybe it was mentioned on the last report but part of written reports are Crown briefs. They did not logically put out the elements of the offence. In the CAO review it was unsupported statements.

Meets Requirements

LISTENING SKILLS

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.

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.

Maybe I am mistaken here but did we not have a meeting with him. He sat there and told us he understood and then when served his evaluation by you your words are that it was like he never heard a word.. Again is it not part of active listening to ask questions solicit feedback

No Basis For Rating

NON-VERBAL

Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.

Specific example:

Meets Requirements

<p>PC JACK is aware of how his appearance and demeanour can effect his interaction with complainants and accused parties. He uses appropriate paralanguage and interview stance techniques with these individuals.</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: In his previous evaluation PC JACK was issued a "does not meet requirements" for this section. PC JACK has not had adequate time to correct the issues indicated in that evaluation thus has received a "no basis for rating" on this evaluation.</p>	<p>No Basis For Rating</p>

COMMUNITY FOCUS	RATING
<p>COMMUNITY FOCUS</p> <p>Demonstrates a desire to help and serve others; works to discover and meet 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: PC JACK has an obvious desire to help people and his community. He continues to use the CPO's in his zone and makes himself available to the public while there.</p>	<p>Meets Requirements</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>Meets Requirements</p>

Specific example: PC JACK has no issues working within a diverse community in which the Peterborough County Detachment polices.	
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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: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time. Again I am the broken record here. It is not effective problem solving if you know you are having issues and not ask for help</p>	No Basis For Rating
<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: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</p>	No Basis For Rating
<p>RESOLUTION</p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6</p>	No Basis For Rating

<p>shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</p>	
<p>FOLLOW-UP ORIENTATION</p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</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: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. During this time period, PC JACK was able to proactively locate and properly deal with an impaired driver SP09191712 Did he complete any seatbelt checks any Ride checks any business visits. Did he do anything that is reflective of our business plan goals? Did he take the initiative and do anything independent without being directed?</p>	<p>Meets Requirements</p>
<p>PERSONAL ACCOUNTABILITY</p> <p>Takes responsibility for one's own actions and consequences and willingly deals with any identified</p>	<p>Does Not Meet Requirements</p>

performance deficiencies.

Specific example:

PC JACK continues to struggle with personal accountability. PC JACK was issued a PON for a traffic infraction, for which he has not taken any responsibility for his actions.

As well PC JACK has complained on a number of occasions that he felt abandoned or didn't have help with calls for service. In a number of instances in which he's complained, it was found that he had not let it be known that he required assistance and did not actively seek out assistance.

PLANNING & ORGANIZING

Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.

No Basis For Rating

FLEXIBILITY

Adapts to a variety of changing situations, individuals and groups.

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.

No Basis For Rating

INTERPERSONAL ATTRIBUTES

RATING

<p>INTEGRITY</p> <p>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.</p> <p>Specific example: PC JACK has never been seen to show bias towards victims or accused and has always demonstrated an ethos in keeping with the Promise of the OPP, Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p>	<p>Meets Requirements</p>
<p>RESPECTFUL RELATIONS</p> <p>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.</p> <p>Specific example: In his previous evaluation PC JACK was issued a "does not meet requirements" for this section. PC JACK has not had adequate time to correct the issues indicated in that evaluation thus has received a "no basis for rating" on this evaluation.</p>	<p>No Basis For Rating</p>
<p>SELF-CONFIDENCE</p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: In his previous evaluation PC JACK was issued a "does not meet requirements" for this section. PC JACK has not had</p>	<p>No Basis For Rating</p>

adequate time to correct the issues indicated in that evaluation thus has received a "no basis for rating" on this evaluation.

In our meeting with Insp Lee did he not point out because of his struggles his self confidence seems to have suffered. Could you explore or comment on this?

TEAM WORK

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

Specific example:

As a member of "A" platoon PC JACK had little to no co-operation or teamwork skills with the other members of "A" platoon. As PC JACK has been relocated to "C" platoon this section has received "no basis for rating" until he can be given an opportunity to achieve a "meets requirements" in his area.

Please provide the examples of the non cooperation or teamwork issues. Such as telling 1/2 the story, shopping for answers. Sulking when a problem is pointed out. Not speaking to his shift mates. Not participating. You need to expand on the comment with documentation.

No Basis For Rating

PERSONAL IMPACT

RATING

SELF-AWARENESS

Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions.

Does Not Meet Requirements

<p>Specific example: In relation to fellow officers, it has been noted that when PC JACK has an unfavorable conversation with a fellow officer, receives discipline or criticism, PC JACK will no longer talk to that officer. In some circumstances, this non-communication has last for some time.</p>	
<p>DEPARTMENT</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: PC JACK remains professional when dealing with the public. To date, I am unaware of any instance that PC JACK has been faced with a confrontational person. Again this fits with the public but not even in a confrontational manner with shift mates he avoids the issue if he is corrected hardly controlling your 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 arrives for work early and his uniform is neat and clean Maybe add he attends the gym in his off time is in extremely fit condition. How does he treat force equipment?</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:

During this evaluation period PC JACK was off on rest days for the majority of the evaluation period. This has resulted in a lack of content for this evaluation period. As well sue to the fact that the previous evaluation had a number of Work improvement plans and PC JACK was off he has not had a significant opportunity to rectify the identified performance deficiencies.

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

Date:

Accountable Supervisor's Comments (Mandatory):

PC JACK has only worked 6 shifts during this last evaluation period due to his vacation leave which reflects the numerous No Basis For Ratings. It is expected upon his return to work, that he will actively meet the objectives of his Work Improvement Plans as he continues his probationary period with Platoon D.

Accountable Supervisor:

Accountable Supervisor's
Signature:

Date:

Detachment Commander**Comments (Mandatory):**

During this evaluation period Cst Jack, his Supervisor and an OPPA rep met with Staff Sergeant Campbell to discuss various issues he has experienced recently with his progress. Cst. Jack insists he has not had the assistance to meet the goals outlined in the evaluation. Cst Jack's Supervisor outlined the steps that had been taken to assist but where not utilized by the member.

It also become apparent that Cst. Jack's has created some animosity amongst his fellow officers by "answer shopping" with Detachment members. The other members were not provided with full disclosure of the entire situation and then provided opinions based on partial information. This answer shopping continued until Cst. Jack found someone who would agree with his own opinion based on partial information.

Cst Jack has been offered a fresh perspective with his move to Platoon D. He will be will be getting closer direct supervision from a new coach officer in an effort to ensure he has the proper tools to succeed.

Detachment Commander: M.P. Johnston Inspector	Detachment Commander's Signature:	Date: 09 Sep 09
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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:
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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.

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: September 9, 2009 2:02 PM
To: Kohen, Colleen (JUS); Flindall, Robert (JUS)
Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Nie, Richard (JUS)
Subject: RE: PCS66_JACK8.doc

Thanks Rich and I spoke after the intial email and we had the same discussion the category reverts back to what it was before either meets or not meets. This just re-affirms it. Ron

-----Original Message-----
From: Kohen, Colleen (JUS)
Sent: Wednesday, September 09, 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 shoould be no base for ratings. The rating if you don't have 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 platoon 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

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Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: September 11, 2009 12:00 PM
To: Flindall, Robert (JUS)
Cc: Postma, Jason (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Johnston, Mike P. (JUS)
Subject: RE: Jack

Since this happened during your supervision of the member and the completion of his PCS066 it is up to you what you decide to do with the documentation. Should you mention it in the PCS066 this is your documentation. But like any issue and to be fair the member should have a chance to respond prior to placing it in the file. Ron

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

From: Flindall, Robert (JUS)
Sent: Friday, 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 Jack 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

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: September 11, 2009 4:42 PM
To: Johnston, Mike P. (JUS); Kohen, Colleen (JUS); Flindall, Robert (JUS); Nie, Richard (JUS); Postma, Jason (JUS); Butorac, Peter (JUS)
Subject: FW: PCS66_JACK8.doc
Attachments: PCS66_JACK8.doc



PCS66_JACK8.doc
 (208 KB)

Colleen: Mike Johnston added the comments under detachment commander. Here is the revised version. Ron

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

From: Flindall, Robert (JUS)
Sent: Friday, September 11, 2009 1:32 PM
To: Campbell, Ron (JUS)
Subject: PCS66_JACK8.doc

Ron,

I think we're good to go on this copy. Colleen is looking to read this today as well when complete.

Rob



PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

Probationary Constable Category (select one):	<input checked="" type="checkbox"/> 4 th Class Constable, Probationary Status Report Month: 7 <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: Micheal
Badge: 12690	WIN: 393080
Detachment/Section: Peterborough County	Region/Bureau Central East
Evaluator: PC S. FILMAN	Badge: 11212
Evaluation Period: (DD/MM/YY) Start: 09 Aug 09 End: 09 Sep 09	
Probationary Period Start Date* (DD/MM/YY) 09 Jan 09	
**4 th Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP	

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 ability to learn but is not willing to take responsibility for mistakes or accept any disappointments. He has been found to avoid an officer that has given him negative feedback. He has also been argumentative with officers that have given him rection and states that discipline is "humiliating".

Does Not Meet Requirements

PROVINCIAL STATUTES

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

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:

SP09175350 - Mental Health Act.

On the 3rd August 2009 PC JACK attended this call with PC CROWDER (who was the back-up officer). The complainant was reporting that people living upstairs had equipment that made her head buzz. PC JACK obtained details from the female. He didn't appear to know what to do. Once outside the residence he asked PC CROWDER how he would have handled the call. PC CROWDER asked PC JACK how he would handle it and what his authorities are under the mental health act. PC JACK stated he would take her to the hospital for an evaluation. PC JACK did not know his apprehension authorities under the mental health act.

From 10th June 2009 to 09 August 2009 PC JACK has issued the following Provincial Offences notices:

HTA : 21 , CAIA : 2

Does Not Meet Requirements

FEDERAL STATUTES

<p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC JACK completed an Impaired driver investigation SP09191712 during this evaluation period. PC JACK was able to identify the appropriate elements required to make an arrest for this offence. PC JACK also read the appropriate rights, caution and demands rectifying issues that were identified in his previous evaluation.</p>	<p>Meets 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 has had no incidents in this evaluation period that would apply to this evaluation section. He continues to use CPIC, Email and RMS systems appropriately.</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: During this evaluation period, PC JACK was involved in a traffic related incident in which he was charged with failing to yield to traffic on a through highway. PC JACK's cruiser operations almost resulted in a motor vehicle collision that was witnessed by his Sergeant and a fellow officer on shift. Documentation is on file for this incident. RM09096931</p>	<p>Does Not Meet Requirements</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: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. He has laid only 4 provincial offence notices during this time period in which he investigated 19 non-reportable occurrences and 1 reportable occurrence which was an Impaired Driver SP09191712.</p> <p>During this period, it was discovered that PC JACK has been issuing speeding tickets mainly at 15 km/hr over the speed limit. He has been spoken to about this practice and it is expected to stop.</p>	<p>Meets Requirements</p>

COMMUNICATION SKILLS

RATING

<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 professional with the public and is able to speak clearly and effectively with them in order to complete an investigation.</p> <p>He does however have issue when communicating with his supervisors or shiftmates. When PC JACK is spoken to about various issues, he always indicates he either misunderstood or did not know. He has not been known to request clarification from others so that he has full understanding of the task or direction at hand.</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 utilizing electronic forms such as RMS.</p> <p>Specific example: PC JACK continues to need assistance in the creation of crown brief synopsis's. During this evaluation period, 2 crown briefs were submitted whose synopsis were of insufficient quality and detail to substantiate the offences. Although the offences were made out during the course of his investigation, articulating the information into a crown brief synopsis has been difficult. This is in stark contrast to the detailed general occurrence reports that PC JACK has been know to write.</p>	<p>Does Not Meet Requirements</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: On the 20th of August, a meeting was held with PC JACK in regards to the deficiencies mentioned in his previous evaluation. During this meeting, the deficiencies were identified and PC JACK was asked if he understood or had any questions. PC JACK indicated that he understood and did not have any questions. He was aware that documentation was forthcoming. When the documentation was served upon PC JACK and after his review, he advised that he did not accept what was written in the documentation and refused to sign, even after he was given the opportunity to discuss the matter the day previous.</p> <p>During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>SP09175350 - Mental Health Act.</p> <p>On the 3rd August 2009 PC JACK attended this call with PC CROWDER (who was the back-up officer). The complainant was reporting that people living upstairs had equipment that made her head buzz. PC JACK obtained details from the female. He didn't appear to know what to do. Once outside the residence he asked PC CROWDER how he would have handled the call. PC CROWDER asked PC JACK how he would handle it and what his authorities are under the mental health act. PC JACK stated he would take her to the hospital for an evaluation. PC JACK did not know his apprehension authorities under the mental health act.</p>	<p>Does Not Meet Requirements</p>

From 10th June 2009 to 09 August 2009 PC JACK has issued the following Provincial Offences notices:

ITA : 21 , CAIA : 2

NON-VERBAL

Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.

Specific example:

PC JACK is aware of how his appearance and demeanour can effect his interaction with complainants and accused parties. He uses appropriate paralanguage and interview stance techniques with these individuals.

Meets Requirements

RADIO COMMUNICATIONS

Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.

Specific example:

During this evaluation period, PC JACK had occasion to work a Paid Duty shift. During his shift, the Smith Falls PCC continued to try to make contact with him without success. A senior officer who was working at the time attempted make contact over the radio and via PC JACK's cell phone, also without success. When PC JACK returned to the Detachment, the senior officer who attempted to assist the PCC, spoke with him about not answering his radio and advised him to contact the PCC. PC JACK became irate with the officer and advised thim that he would call the PCC when he felt like it.

Does Not Meet Requirements

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:

PC JACK is now patrolling on his own. His communcation skills are improving. PC JACK is conscious of his thick accent and makes an effort to speak clearly and consisely.

SP09152940 --SP09158516 - On the 17th July 2009 PC JACK attended at a camp to follow-up on a call that occurred during his rest days and had already been investigated by another officer. PC JACK did not notify the PCC or his zone partner nor anyone else on shift where he was. It was only when he was dispatched to another call for service (SP09158516) that he advised he was busy conducting follow-up. It was discovered this wasn't even one of his investigations and PC JACK was advised to attend at the outstanding call for service. On the 18th July 2009 PC JACK was spoken to about the importance of notifying the PCC of his 10-20 when he gets out of his vehicle especially for 10-78 reasons.

COMMUNITY FOCUS

RATING

COMMUNITY FOCUS

Demonstrates a desire to help and serve others; works to discover and meet community needs; demonstrates a customer service orientation towards the public; develops culturally appropriate contacts that can provide support to victims of crime.

Specific example:

PC JACK has an obvious desire to help people and his community. He continues to use the PO's in his zone and makes himself available to the public while there.

Meets Requirements

<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: PC JACK has no issues working within a diverse community in which the Peterborough County Detachment polices.</p>	<p>Meets Requirements</p>
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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 indicated on numerous occasions that he has not had the proper guidance in completing various tasks after the task was completed improperly. In all occasions, PC JACK has failed to request assistance in completing the tasks properly. He is expected in the future to ask for assistance should he need help.</p> <p>During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>SP09148553 - Impaired Driver - On July 6th 2009, PC JACK received a traffic complaint in which the caller was reporting a possible impaired driver. Based on the information provided by the complainant, PC JACK knew that he was out of position to look for the impaired driver. PC JACK was able to determine the best course of action to put him in the best position to intercept the possible impaired. As a result of actions, PC JACK was ultimately able to locate the suspect vehicle and impaired charges were laid as a result.</p>	<p>Meets 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: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation :</p> <p>SP09133110 - PC JACK attended at a stand-by and keep the peace. PC JACK has attended at these types of calls in the past. This is a 2 person call and part of issues stemming from this call are due to the fact he did not request a second unit to attend to assist. While on scene at the incident , one of the parties involved contacted the PCC and requested another officer attend as things were not progressing. Once second officer attended and the matter was quickly resolved. PC JACK expained that he was unaware of the act that legislated over trailer parks and that was the main problem. PC JACK was given advice should this happen again in the future.</p>	<p>Does Not Meet Requirements</p>
<p>RESOLUTION</p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>pecific example:</p>	<p>Does Not Meet Requirements</p>

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this the previous evaluation example has been carried over to this evaluation:

SP09133110 - PC JACK attended at a stand-by and keep the peace. PC JACK has attended these types of calls in the past. This is a 2 person call and part of issues stemming from this call are due to the fact he did not request a second unit to attend to assist. While on scene at the incident, one of the parties involved contacted the PCC and requested another officer attend as things were not progressing. Once second officer attended and the matter was quickly resolved. PC JACK explained that he was unaware of the act that legislated over trailer parks and that was the main problem. PC JACK was given advice should this happen again in the future..

FOLLOW-UP ORIENTATION

Conducts appropriate follow-up as required to complete a thorough investigation.

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this the previous evaluation example has been carried over to this evaluation:

SP09087157 - PC JACK was assigned this call on the 26th April 2009. On the 18th July 2009 CST PAYNE was assisting PC JACK with putting an arrest warrant/brief package together. PC JACK had finally added the GOR. PC PAYNE advised PC JACK to complete a synopsis of the video statement, print out new CR for the accused, photocopy his notes and other documents and when complete he can go to an ESO to put brief together and still be in his zone. On the 19th July CST PAYNE assisted PC JACK with putting the brief together. PC JACK commented that this call should be a crime unit call because he doesn't have the time for the follow-up and requires more time to work on it. After reviewing the one and only statement, it was discovered that PC JACK hadn't obtained the name or details of the female cashier who processed the transaction with the accused at the business. This person is a key witnesses in the investigation and her details and statement should have been obtained much earlier in the investigation. PC JACK was instructed to obtain her details and a statement for the investigation and brief. On the 19th July 2009 PC JACK attended the business to enquire about the female cashier. He left the business again without obtaining basic contact details to contact her at home. He learned she would be working on one of his rest days and asked SGT FLINDALL if he could come in on overtime on a day off to meet with the girl when she was working. PC JACK was advised he can interview the female when he is working next.

I have observed PC JACK call insurance companies regularly when provided with expired insurance slips by drivers. This is something some officers may not always do if the slip is fairly current.s.

Does Not Meet Requirements

LEADERSHIP ATTRIBUTES

RATING

INITIATIVE

Tries to make a positive difference, improve outcomes and effectively manage problems.

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule.

His proactive enforcement stats are low with only 4 tickets issued, however on the 20th of August he was able to locate and arrest an impaired driver SP09191712.

Meets Requirements

<p>PERSONAL ACCOUNTABILITY</p> <p>Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.</p> <p>Specific example: PC JACK continues to struggle with personal accountability. PC JACK was issued a PON for a traffic infraction, for which he has not taken any responsibility for his actions. As well PC JACK has complained on a number of occasions that he felt abandoned or didn't have help with calls for service. In a number of instances in which he's complained, it was found that he had not let it be known that he required assistance and did not actively seek out assistance.</p>	<p>Does Not Meet Requirements</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: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>PC JACK is a very organized person. He usually comes to work with a pre-written task list</p> <p>However, it is viewed that PC JACK cannot multitask. He has difficulty prioritizing what needs to be done on his list.</p> <p>SP09164458 - Criminal Harassment - PC JACK was giving a list of specific instructions for dealing with this call by SGT FLINDALL. They were to have night shift make attempts to locate and arrest suspect; do up brief for this case and submit before going home. Brief to include; synopsis, photocopies of witness statements; summary of victim video statement; show cause hearing report. If not arrested then brief can be submitted for warrant.</p> <p>PC JACK entered a GOR which was not required that evening. He transcribed the video statement which was not required (after leaving the detachment and attending Staples Business Depot and purchasing headphones - to listen to the statement) . PC JACK did not complete and submit a bail /warrant brief as he was directed to do by SGT FLINDALL . He requested CST BROCKLEY complete his brief synopsis for him. This reflects his poor time management skills, working on items he wasn't told to do and weren't required at the time</p> <p>On the 17th July 2009 PC JACK was following up on an investigation that he wasn't asked to assist with, while he had his own investigations that required follow-up. PC JACK's notebook for this date refers to his follow-up relating to SP09152940. His task list at the time had a 2 frauds, a theft call, and a neighbour dispute that S/SGT CAMPBELL was requesting he follow-up on.</p>	<p>Does Not Meet Requirements</p>
<p>FLEXIBILITY</p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example: PC JACK has made himself available on numerous occasions to assist other officers in the Detachment by working their shifts. He has also worked many overtime details without complaint.</p>	<p>Meets Requirements</p>

INTERPERSONAL ATTRIBUTES

RATING

<p>INTEGRITY</p> <p>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.</p> <p>Specific example: PC JACK has never been seen to show bias towards victims or accused and has always demonstrated an ethos in keeping with the Promise of the OPP, Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p>	<p>Meets Requirements</p>
<p>RESPECTFUL RELATIONS</p> <p>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.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this the previous evaluation example has been carried over to this evaluation:</p> <p>SP09178964 - B&E - Youngs Point - PC JACK and his shiftmates were called to a B& E in progress at an old school in Youngs Point. PC JACK was given direction from his supervisor SGT FLINDALL and PC D'AMICO regarding applicable charges in the case. A couple of days later he spoke to another officer at detachment about the case omitting pertinent details and asking how he could get the charges changed because he felt they were the wrong charges. He did not trust that his supervisor or senior member on shift were directing him properly when in fact they were. PC JACK again spoke with SGT FLINDALL who in turn reiterated what the appropriate charges were. Disregarding this information again, PC JACK again went to another officer, omitting pertinent details. In both cases, both officers came to learn all of the details and vocalized their concern with PC JACK at how he was using them in an attempt to get the charges changed.</p>	<p>Does Not Meet Requirements</p>
<p>SELF-CONFIDENCE</p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>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.</p>	<p>Does Not Meet Requirements</p>
<p>TEAM WORK</p> <p>Works effectively with others towards a common purpose while putting the group's</p>	<p>Does Not Meet Requirements</p>

goals ahead of personal achievement.

Specific example:

As a member of "A" platoon PC JACK had little to no co-operation or teamwork skills with the other members of "A" platoon. In relation to fellow officers, it has been noted that when PC JACK has an unfavorable conversation with a fellow officer, receives discipline or criticism, PC JACK will no longer talk to that officer. In some circumstances, this non-communication has lasted for some time.

Also, as outlined in Radio Communications above, PC JACK had occasion to work a Paid Duty shift. During his shift, the Smith Falls PCC continued to make contact with him without success. A senior officer who was working at the time attempted make contact over the radio and via PC JACK's cell phone, also without success. When PC JACK returned to the Detachment, the senior officer who attempted to assist the PCC, spoke with him about not answering his radio and advised him to contact the PCC. PC JACK became irate with the officer and advised them that he would call the PCC when he felt like it.

PERSONAL IMPACT

RATING

SELF-AWARENESS

Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions.

Specific example:

In relation to fellow officers, it has been noted that when PC JACK has an unfavorable conversation with a fellow officer, receives discipline or criticism, PC JACK will no longer talk to that officer. In some circumstances, this non-communication has last for some time.

Does Not Meet Requirements

DEPORTMENT

Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism.

Specific example:

PC JACK remains professional when dealing with the public.

PC JACK however has issue when dealing with fellow officers. As outlined in Radio Communications above, PC JACK had occasion to work a Paid Duty shift. During his shift, the Smith Falls PCC continued to make contact with him without success. A senior officer who was working at the time attempted make contact over the radio and via PC JACK's cell phone, also without success. When PC JACK returned to the Detachment, the senior officer who attempted to assist the PCC, spoke with him about not answering his radio and advised him to contact the PCC. PC JACK became irate with the officer and advised them that he would call the PCC when he felt like it.

Does Not Meet Requirements

APPEARANCE

Projects a positive and professional image; maintains uniform and equipment.

Specific example:

PC JACK arrives for work early and his uniform is neat and clean. PC JACK maintains his force equipment in proper condition and order.

Meets Requirements

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:

During this evaluation period PC JACK was off on rest days for the majority of the evaluation period. This has resulted in a lack of content for this evaluation period. As well due to the fact that the previous evaluation had a number of Work improvement plans and PC JACK was off he has not had a significant opportunity to rectify the identified performance deficiencies.

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

Date: 11 Sep 09

Accountable Supervisor's Comments (Mandatory):

PC JACK has only worked 6 shifts during this last evaluation period due to his vacation leave. A number of the sections in this evaluation have been carried over from his last evaluation. It is expected upon his return to work, that he will actively meet the objectives of his Work Improvement Plans as he continues his probationary period with Platoon D.

Accountable Supervisor:

Accountable Supervisor's Signature:

Date: 11 Sep 09

Detachment Commander

Comments (Mandatory):

During this evaluation period, PC JACK, his Supervisor and an OPPA Rep met with S/Sgt. R. CAMPBELL to discuss various issues he has experienced recently with his progress. PC JACK insists he has not had the assistance to meet the goals outlined in the evaluation. PC JACK's Supervisor outlined steps that had been taken to assist but were not utilized by the member.

It also became apparent that PC JACK has created some animosity amongst his fellow officers by "answer shopping" with Detachment members. The other members were not provided with full disclosure of the entire situation and then provided opinions based on partial information. This answer shopping continued until PC JACK found someone who would agree with his own opinion based on partial information.

PC JACK has been offered a fresh perspective with his move to Platoon D. He will be getting closer direct supervision from a new coach officer in an effort to ensure he has the proper tools to succeed.

Detachment Commander:	Detachment Commander's Signature:	Date: 11Sep09
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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:
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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.

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
ent: September 14, 2009 10:44 AM
fo: 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

Attachments: JACK WIP masterc.doc



JACK WIP
 masterc.doc (76 KB)

like 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

his 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:	PC Michael JACK	Accountable Supervisor:	R FLINDALL
Badge:	12690	Badge:	9740

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.

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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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 complete) *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 informations 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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

stated 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 heirarchy.
- 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 proper 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:	
Detachment Commander's Signature:	Date:
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate)	Date:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

Signature:	
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RESULTS ACHIEVED <i>To be completed by Accountable Supervisor</i>

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:

Nie, Richard (JUS)

From: Johnston, Mike P. (JUS)
ent: September 14, 2009 11:07 AM
fo: 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

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Robert Flindall
Sgt. 9740
Peterborough County OPP
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Probationary Constable: Badge:	PC Michael JACK 12690	Accountable Supervisor: Badge:	R FLINDALL 9740
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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.

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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ot 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 informations 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