

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: September 16, 2009 2:28 PM
To: McNeely, Dave (JUS)
Cc: Postma, Jason (JUS); Butorac, Peter (JUS); Nie, Richard (JUS); Johnston, Mike P. (JUS)
Subject: RE: Ron - can you advise if everything is a go for Friday Driving assessment with Michael Jack

Dave as far as I know everything is a go. Mike Jack is scheduled 10 to 2200 to avoid any issues and is to take the plain black Ford.. Ron

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

From: McNeely, Dave (JUS)
Sent: Wednesday, September 16, 2009 1:01 PM
To: Campbell, Ron (JUS)
Subject: Ron - can you advise if everything is a go for Friday Driving assessment with Michael Jack

Hello Ron

Just checking on the above - I am going to be away from the office tomorrow and stay in Kingston Friday to conduct the assessment.

Dave
503-4561

Nie, Richard (JUS)

From: Johnston, Mike P. (JUS)
ent: September 18, 2009 8:25 AM
To: Nie, Richard (JUS)
Cc: Butorac, Peter (JUS); Postma, Jason (JUS); Chapman, Kathy (JUS)
Subject: P/C Jack

Rich

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

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

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

Thanks

Mike J.

15

Nie, Richard (JUS)

From: Butorac, Peter (JUS)
ent: September 20, 2009 6:33 PM
To: Johnston, Mike P. (JUS); Nie, Richard (JUS)
Cc: Chapman, Kathy (JUS)
Subject: RE: P/C Jack **URGENT**

Inspector

I spoke to Ron yesterday about the issues in this evaluation. He suggested I send back to you to give to Rob and Koleen. If she has already approved as such we will serve. I just wanted to ensure that everything was as it should be. Rich did bring up good points.

Thanks
Pete

From P/C Nie's email...

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

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

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

From: Johnston, Mike P. (JUS)
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Mike J.

16

Nie, Richard (JUS)

From: Johnston, Mike P. (JUS)
Sent: September 20, 2009 10:58 PM
To: Butorac, Peter (JUS); Nie, Richard (JUS); Campbell, Ron (JUS)
Cc: Chapman, Kathy (JUS); Flindall, Robert (JUS)
Subject: Re: P/C Jack **URGENT**

Rich

Thanks for advising.

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

Thanks

Mike

Sent from my BlackBerry Wireless Device

From: Butorac, Peter (JUS)
To: Johnston, Mike P. (JUS); Nie, Richard (JUS)
Cc: Chapman, Kathy (JUS)
Sent: Sun Sep 20 18:32:55 2009
Subject: RE: P/C Jack **URGENT**

Inspector

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01/02/2011

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Thanks

Mike J.

Nie, Richard (JUS)

From: Blue Sky Gear [admin@blueskygear.com]
Sent: September 24, 2009 10:36 PM
To: Nie, Richard (JUS)
Subject: PC JACK WIP
Attachments: PCJACK_WIP.tmp.doc

Hey Rich,

Please find attached a copy of PC JACK's WIP. If you could please type in the Inspectors comments you have on the original WIP, onto this one prior to printing that would be great. Also if you don't mind proof reading that would be great for errors. Before you bitch about the fact that there is no rhyme or reason to the order of the WIP categories, there is. PC JACK always wants things presented to him in a nice neat little organized package with a bow on it, as you may have already found out. I've done this purpose to have him work outside his comfort level - policing and investigations never present themselves wrapped with the little bow.

Thanks in advance!
Rob

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: September 29, 2009 12:57 PM
To: Butorac, Peter (JUS); Nie, Richard (JUS); Postma, Jason (JUS)
Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)
Subject: FW: Driving assessment - Michael Jack - requires remedial driving.

Importance: High

We will need to make Mike available for this.
In my conversation with Dave McNeely he feels he is correctable... and he nor the public are in danger. Ron

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

From: McNeely, Dave (JUS)
Sent: Tuesday, September 29, 2009 11:21 AM
To: Campbell, Ron (JUS)
Cc: Taylor, Kent (JUS); Lungstrass, Chris (JUS)
Subject: Driving assessment - Michael Jack - requires remedial driving.
Importance: High

Hello Ron / Kent

I completed the assessment for Michael and received feedback from the company that assesses the results.

I recommend remedial driving for Michael.

I will do up a more formal report by Friday of this week. We should also debrief the driving assessment once you get the written report.

I am not sure how Kent wants to do the remedial it may involve some time.

Thanks

Dave

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
ent: September 29, 2009 2:51 PM
o: Postma, Jason (JUS); Butorac, Peter (JUS); Nie, Richard (JUS)
Subject: FW: Driving assessment - Michael Jack - requires remedial driving.

Guys don't disclose this but I was told he was salvagable from Dave McNeely. I also talked to Jason the other day and understand he is making progress. Keep this under your hat for the time being. I thought that you all need to be in the loop. Ron

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

From: Taylor, Kent (JUS)
Sent: Tuesday, September 29, 2009 2:39 PM
To: Kohen, Colleen (JUS); Campbell, Ron (JUS)
Cc: McNeely, Dave (JUS)
Subject: RE: Driving assessment - Michael Jack - requires remedial driving.

S/Sgt's Kohen and Campbell

I just hung up from a fairly lengthy phone call with Dave McNeely regarding PC Jack. I believe that it will require a considerable investment in time to get him up to speed in regard to his driving. I am acquainted with PC Jack from his recruit training and other performance issues at detachment. To be honest, I am somewhat puzzled in this case. I am wondering if there are issues that may have been identified in his psychological assessment that may shed some light on his driving behaviour also? Is this information possibly available to me?

If, pending further discussion with both of you, we decide to invest the time in his driving, I will likely take the file over from Sgt McNeely.

Colleen, would you please give me a call at your convenience. I will then call Staff Campbell to discuss the matter further.

Kent

Sgt. T.K. (Kent) Taylor
Provincial Police Academy
Driver Training Coordinator

Office (705) 329-7510
Cellular (705) 345-0759

From: Kohen, Colleen (JUS)
Sent: September 29, 2009 2:20 PM
To: Taylor, Kent (JUS); Campbell, Ron (JUS)
Subject: FW: Driving assessment - Michael Jack - requires remedial driving.
Importance: High

Kent

This will need to be expedited as he is in month 9

Can you please advise

Colleen

From: Campbell, Ron (JUS)
Sent: September 29, 2009 12:57 PM
o: Butorac, Peter (JUS); Nie, Richard (JUS); Postma, Jason (JUS)
cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)
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Thanks

Dave

Nie, Richard (JUS)

From: Taylor, Kent (JUS)
ent: October 5, 2009 12:41 PM
ro: Kohen, Colleen (JUS)
Cc: Campbell, Ron (JUS); McNeely, Dave (JUS); Nie, Richard (JUS)
Subject: PC Michael Jack - Driving Remediation

S/Sgt Kohen

On Friday, 02Oct09 I had the opportunity to discuss PC Jack's driving history with S/Sgt Campbell ad PC Nie of Peterborough detachment. We agreed that following your advice we need to do whatever we can to help improve PC Jack's driving situation.

The earliest date that I was able to schedule PC Jack for remedial training is 22Oct09 as I am currently on two weeks training. Sgt Robin James has just returned from an extended leave and may be able to assist at an earlier date. She is checking with her manager regarding availability.

I will advise when we have further information.

Thank you.

Kent

Sgt. T.K. (Kent) Taylor
Provincial Police Academy
Driver Training Coordinator

Office (705) 329-7510
Cellular (705) 345-0759

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
ent: October 5, 2009 2:11 PM
o: Taylor, Kent (JUS); Kohen, Colleen (JUS); Lee, Dave E. (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS)
Cc: Johnston, Mike P. (JUS)
Subject: FW: DRIVING MEMO - Michael Jack

Attachments: D. McNeely M. Jack Driving Memo.pdf

I have placed a copy of this in Mike Jack's file. Last week when Kent called Rich Nie went over some other info concerning Mike Jack's progress. He advises Mike Jack is still not being accountable for his own actions. He is concerned about his progress in other areas. As an example Rich advised of scene security detail at a fire. Mike told him he had never done this before. So Rich explained what his responsibilities would be. Mike then asked him where the plate log was? Rich questioned him and he told him that he understood he should copy down plates of vehicles passing the scene. Rich advised that this was for eg. vehicles that may drive by a few times or be suspicious not the next door neighbour leaving their house. Mike produced an instruction sheet he had previously been given that covered this. Rich finds he is constantly being told by Mike. " I have never done this before" when he has or he has the instructions and if a small point is missed he questions this or states I was not trained properly. Anyway his next anniversary date is coming up and I have advised Rich he should have a conference call with Colleen prior to disclosing his next evaluation. As has been said earlier Mike is very book smart it appears the common sense factor or the transfer of book to practical is not taking place very well. Ron

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

From: McNeely, Dave (JUS)
Sent: Monday, October 05, 2009 10:50 AM
To: Campbell, Ron (JUS); Taylor, Kent (JUS)
Cc: Lungstrass, Chris (JUS)
Subject: FW: DRIVING MEMO - Michael Jack

Staff Sgt Ron Campbell / Sgt Kent Taylor

Here is the report on Probationary CST Michael Jack. As discussed Sgt Kent Taylor will do some remedial driving with Cst Jack. If you require any additional information please give me a call.

Dave
503-4561
613-284-4561



D. McNeely M. Jack
Driving Mem...

**Eastern Region Headquarters
Quartier Général de la Région Est**

3312 County Rd. 43 East 3312 ch. de comté 43 est
P.O. Box 2020 c.p. 2020
Smiths Falls ON K7A 5K8 Smiths Falls ON K7A 5K8

Tel: (613) 284-4500 Fax: (613) 284-4597
Vnet: 503-4500 Fax Vnet: 503-4597

File Reference: 291-00

October 2nd, 2009

**MEMORANDUM TO: Detachment Commander Ron Campbell
Staff Sergeant
Peterborough County Detachment
Central Region**

**RE: Probationary Constable: Michael Jack
Detachment Peterborough County
ERHQ File# 291**

On Friday 18 September 2009 I conducted a "Driver Competency Assessment" on Probationary Constable Michael Jack.

This assessment took place in the City of Kingston using an unmarked Chevrolet Malibu. A specially designed route was utilized to conduct the driver assessment and each driver navigates a broad range of situations to assess their driving abilities. These sessions take approximately 1.5 hours to complete. During this time, the driver is also exposed to internal / external "distracters" while their driving continues to be assessed.

During this assessment CST Jack was required to drive a complex route that varies in 3 distinct respects.

- Driving while receiving directions from myself
- Driving while following a navigation sheet – and while doing this pointing out various house (building) numbers
- Driving while counting backwards by 3's.

Under these conditions I found some concerns with respect to Constable Jack's driving and have contacted Sgt Kent Taylor of the Provincial Academy to provide some remedial driving opportunities.

I am including a copy of the "Driver Competency Assessment". When Transport Canada initially developed the standards used in these assessments they tested numerous people to determine what the "average" driver is. A baseline (5) (average) was established through the scientific analysis of the data. Most professional drivers measure over (6). The goal of the OPP driving program is to have all of our drivers score 6 and above (i.e. above average.) Anything under 6 indicates areas where there is room for improvement. Although the report indicates that Michael is an above average driver – this is not the level that we are looking for with respect to our officers.

As such there are areas that have been identified in the assessment where improvement can take place. I will say that I found CST Jack to be cooperative but felt that he truly was under a fair amount of stress. There were a few situations that presented themselves during the assessment that, involved other drivers breaking the law (for example a 2nd car running a 4 way stop – we had the right of way and started to turn / and another older woman running a red etc). Cst Jack took appropriate measures to prevent collisions in both cases, but wanted me to know "emphatically" that the problems were caused by the other drivers. I discussed how the unexpected has to be expected when driving in the city and you really can not predict the actions of others.

- Speed – slowing down assists in building in safety margins but at times a consistent speed is also required when "way finding" or self navigation. If a situation presents itself that requires some thought or reaction, the best course of action is to move your vehicle to a safe location and then determine what the best course of action is.
- Headway – maintain proper distances between vehicles – builds in escape routes – this includes the vehicles in front of you – but also includes vehicles following you – more attention to the actions of vehicles following your vehicle can increase safety margins.
- Junctions – interaction between the driver and the road system – range in this area indicates room for more consistent performance.
- Dynamic Space Management – increasing "space-cushion" between all vehicles around you.
- Driving with distractions – as indicated by the Driver Competency Report, Probationary CST Jack should focus on his driving – especially when faced with competing demands for his attention. (Internal or external distractions).

It is interesting to note that when CST Jack was operating the vehicle, while counting backwards and faced with very busy and complex intersections he chose to focus "on the driving" and dropped counting until he had successfully navigated the situation – often communicating clearly with other drivers to accomplish what he needed to do. This is exactly what we want our people to do when faced with competing demands. By elevating driving and making it a priority our officers will be able to avoid problems while behind the wheel.


The Ontario Provincial Police Officer must be an above average driver and it is hoped we will set the standard for professional vehicle operation. Elevating "driving" to a higher priority will increase CST Jack's overall driving performance, allow him to increase his safety margins, and assist him in becoming a better driver. Some overall work with Sgt Kent Taylor will give him the

tools he needs to make better decisions, faster when dealing with situations that present themselves while operating a police vehicle.

I have included a definition sheet of the variables contained in the assessment report to assist in understanding the computer generated sheet.

Should you require any additional information or assistance please contact me.

Thank you,

A handwritten signature in blue ink that reads "Dave McNeely". The signature is written in a cursive style with a large initial "D" and "M".

Sgt Dave McNeely
Eastern Region Headquarters
613-284-4561
503-4561

Driver Competency Assessment ©

phone 613-839-3003

A division of Driver Competency Assessment Protocols
2808 Donald B Munro Drive, Kinburn, Ontario, Canada, K0A 2H0

fax 613-839-0318

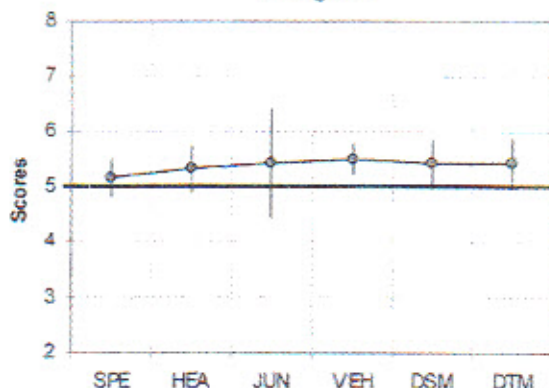
ON25894
18/09/2009

Michael
Jack

J0052-54407-21216
DCA: 2G Auto

City: Kingston
Route: Kngs01

DCA 2 Scores
Average = 5



Driving Characteristics

Score	Average	Variance
SPD	5.17	0.33
HEA	5.33	0.42
JUN	5.42	0.99
VEH	5.50	0.27
DSM	5.42	0.45
DTM	5.42	0.45
G Mean	5.38	0.46

Task Loading Conditions

Driving	Average	Variance
Normal	5.69	0.28
Ext Dist	4.71	0.22
Int Dist	5.75	0.20

Segments

Complexity	Average	Difference
High	5.28	-0.19
Low	5.47	

Driving Characteristics:

All drivers are scored on 4 discrete variables: speed, headway, junctions, vehicle control, and two composite ones: dynamic time management and dynamic space management. Overall Mr. Jack's driving was in the upper end of the average range. Drivers can use either space or time to control their environment. Mr. Jack uses time and space equally effectively (DSM - dynamic space management and DTM - dynamic time management). Both time and space were in the upper end of the average range. Mr. Jack was in the upper end of the average range on both junctions (JUN - junctions; understanding and use of the road system) and headway (HEA - headway; interaction with other road users). Mr. Jack was in the average range on speed (SPD - appropriateness of speed choices for road and traffic conditions). On vehicle (VEH - vehicle handling skills) Mr. Jack scored above average. With the exception of the high degree of variability found in junctions this driver was relatively consistent within individual measures as well as between all measures taken.

Task Loading Conditions:

During the drive Mr. Jack was scored while driving normally, while following a set of written navigational instructions and pointing out a predetermined set of addresses and while counting backwards by threes. Mr. Jack showed significant difference between driving normally and driving while wayfinding (multitasking), suggesting this driver needs to develop better strategies to deal with competing demands and should exercise caution if operating a motor vehicle while trying to complete a secondary task. Mr. Jack showed no difference between driving normally and driving while counting backwards (internal distraction) suggesting that Mr. Jack has developed good control over his allocation of attentional resources.

Segments:

While each segment was approximately three minutes long, some segments were more complex than others based on a predetermined set of criteria. Mr. Jack showed no differences between driving in complex and simple environments suggesting that he can handle both complex and simple driving situations equally.

Recommendations:

Mr. Jack is an average driver who could easily raise his overall driving performance. This driver should undergo some remediation to raise his overall safety margins as found in the driver competency assessment across all areas of driving and when driving with external distractors. This driver should be re-evaluated upon completion of remediation.

SPEED - SPD

Definition: Speed is the appropriateness of speed choice given the circumstances and conditions at the time. Drivers taking into account traction, traffic and visual conditions score higher as do those that are independent of the speed of the vehicle ahead. Higher scores are obtained by drivers choosing a speed so that their vehicle is strategically positioned to maximize the space safety margin as well as the time safety margin. A score of less than 5 would signify that the driver was traveling at a less appropriate speed (than the average driver) which could have been either too slow or too fast for conditions regardless of the posted speed limit. A driver is considered too slow if they force other drivers to pass them when the other drivers are not going inappropriately fast; or loose gaps because of not accelerating quickly enough to get into the line of traffic, etc. A driver is considered too fast if the traction conditions do not warrant the speed, they are pushing other drivers, the car goes out of balance on curves and corners, or the vision is not sufficient to make decisions with the amount of information available for the individual's level of attention dedicated to the task.

HEADWAY - HEA

Definition: The distance a vehicle has between itself and other moving objects. Traditionally headway referred to the space that a vehicle had in the direct forward field whereas headway for the purposes of this assessment refers to the relationships between the driver's vehicle and all other road users both that the driver initiates and ones that are initiated by other road users. Specifically the relationships between the driver and other road users are included in this measure.

JUNCTIONS - JUN

Definition: Intersections and all conflict points that exist in the road environment such as cross streets and driveways, etc. Conflict points for our purposes consist of any location where two or more objects or individuals traverse each other such as pedestrian crossovers and train crossings as well as roadway intersections. The interaction between the driver and the road system, their understanding of the rules of the road and the traffic control devices that delineate responsibility, and their ability to maximize safety margins through the speed and the placement of their vehicle are considered in this measure as is their vigilance in appropriate glance behaviour.

VEHICLE HANDLING - VEH

Definition: Traditionally this variable has been called vehicle sympathy; the degree to which a driver is "in sync" with the vehicle. Vehicle balance on corners, independence of functioning skills and smoothness of handling the vehicle in terms of interacting with the controls are considered in this measure. Smoothness of operation is an essential component of this measure in conjunction with control of the vehicle under varying conditions and speeds.

DYNAMIC SPACE MANAGEMENT - DSM

Definition: This variable is most closely aligned with 'space-cushion' or 'safety envelope' in the literature. The degree to which a driver (a) is aware of their surroundings, (b) understands the implications of the time-space relationship and (c) optimizes space to the best of their ability for themselves and other road users. Drivers who score higher on this measure use space well as a method of optimizing their safety margins. Creating space for both their own safety and the safety of others is critical, particularly for smaller vehicle visibility. A driver's ability to maintain an optimum space independent of other road users is considered important as well as the ability to separate out hazards and deal with each as an isolated event. In these cases higher scores will be in line with the driver's ability to choose the less risky option in a complex environment and/or situation. This is a composite measure comprised of speed, headway, and junctions as well as the sophistication to use space to maximize all of these.

DYNAMIC TIME MANAGEMENT - DTM

Definition: In the literature this variable is most closely aligned to 'eye-lead-time' or 'situation awareness'. The degree to which a driver (a) is aware of their surroundings, (b) understands the implications of the time/space relationship and (c) optimizes time to the best of their ability. Drivers who score higher on this measure use time as a method of increasing their margins by having more time to make decisions and more time to view the environment. Drivers who see and respond to situations developing ahead of the vehicle receive higher scores while those who are continually being trapped by a lack of time will be scored lower on this variable. This is a composite measure comprised of speed, headway, junctions and traffic control devices. Inherent in time management is the notion of judging motion and velocity and the ability to time maneuvers to coincide in space.

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ent: October 5, 2009 3:18 PM
To: Campbell, Ron (JUS); Lee, Dave E. (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS)
Cc: Johnston, Mike P. (JUS)
Subject: RE: DRIVING MEMO - Michael Jack

Ron

I think it would be a good idea to have a conf call with you folks in Det, Dave and myself. The next PCS66P and WIP is due on the 08 Oct.

It would help to have a draft version of both .

What date works for you folks ?

Colleen

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

From: Campbell, Ron (JUS)
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503-4561
613-284-4561

<< File: D. McNeely M. Jack Driving Memo.pdf >>

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To: Kohen, Colleen (JUS); Campbell, Ron (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Salter, Peter (JUS)
Cc: Johnston, Mike P. (JUS)
Subject: RE: DRIVING MEMO - Michael Jack

Everyone:

I am on vacation starting 07Oct. S/Sgt Peter Salter is sitting in for me.

Pete: are you available for a meeting tomorrow?

Insp. D. Lee
Regional Manager
Staff Development and Training
OPP Central Region
705-329-7418

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Sent: October 5, 2009 3:18 PM
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From: Campbell, Ron (JUS)
Sent: October 5, 2009 2:11 PM
To: Taylor, Kent (JUS); Kohen, Colleen (JUS); Lee, Dave E. (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS)
Cc: Johnston, Mike P. (JUS)
Subject: FW: DRIVING MEMO - Michael Jack

I have placed a copy of this in Mike Jack's file. Last week when Kent called Rich Nie went over some other info concerning Mike Jack's progress. He advises Mike Jack is still not being accountable for his own actions. He is concerned about his progress in other areas. As an example Rich advised of scene security detail at a fire. Mike told him he had never done this before. So Rich explained what his responsibilities would be. Mike then asked him where the plate log was? Rich questioned him and he told him that he understood he should copy down plates of vehicles passing the scene. Rich advised that this was for eg. vehicles that may drive by a few times or be suspicious not the next door neighbour leaving their house. Mike produced an instruction sheet he had previously been given that covered this. Rich finds he is constantly being told by Mike. " I have never done this before" when he has or he has the instructions and if a small point is missed

he questions this or states I was not trained properly. Anyway his next anniversary date is coming up and I have advised Rich he should have a conference call with Colleen prior to disclosing his next evaluation. As has been said earlier Mike is very book smart it appears the common sense factor or the transfer of book to practical is not taking place very well. Ron

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From: McNeely, Dave (JUS)
Sent: Monday, October 05, 2009 10:50 AM
To: Campbell, Ron (JUS); Taylor, Kent (JUS)
Cc: Lungstrass, Chris (JUS)
Subject: FW: DRIVING MEMO - Michael Jack

Staff Sgt Ron Campbell / Sgt Kent Taylor

Here is the report on Probationary CST Michael Jack. As discussed Sgt Kent Taylor will do some remedial driving with Cst Jack. If you require any additional information please give me a call.

Dave
503-4561
613-284-4561

<< File: D. McNeely M. Jack Driving Memo.pdf >>

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
ent: October 5, 2009 4:41 PM
fo: Lee, Dave E. (JUS); Kohen, Colleen (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Salter, Peter (JUS)
Cc: Johnston, Mike P. (JUS)
Subject: RE: DRIVING MEMO - Michael Jack

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From: Lee, Dave E. (JUS)
Sent: Monday, October 05, 2009 4:18 PM
To: Kohen, Colleen (JUS); Campbell, Ron (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Salter, Peter (JUS)
Cc: Johnston, Mike P. (JUS)
Subject: RE: DRIVING MEMO - Michael Jack

Everyone:

I am on vacation starting 07Oct. S/Sgt Peter Salter is sitting in for me.

Pete: are you available for a meeting tomorrow?

Insp. D. Lee
 Regional Manager
 Staff Development and Training
 OPP Central Region
 705-329-7418

From: Kohen, Colleen (JUS)
Sent: October 5, 2009 3:18 PM
To: Campbell, Ron (JUS); Lee, Dave E. (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS)
Cc: Johnston, Mike P. (JUS)
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It would help to have a draft version of both .

What date works for you folks ?

Colleen

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

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Sent: October 5, 2009 2:11 PM

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503-4561
613-284-4561

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Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: October 5, 2009 5:01 PM
To: Kohen, Colleen (JUS); Nie, Richard (JUS); Butorac, Peter (JUS)
Subject: RE: DRIVING MEMO - Michael Jack

Peter, Please ensure Rich has time Wed morning to complete this and get it to Colleen. Jason would be a good candidate for Mike to go out with if Rich is going to be in the office. Ron

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

From: Kohen, Colleen (JUS)
Sent: Monday, October 05, 2009 5:00 PM
To: Campbell, Ron (JUS)
Subject: Re: DRIVING MEMO - Michael Jack

I am good thursday at 0900 but really need the draft version to review to see what is there

Let me know which day/time is good

From: Campbell, Ron (JUS)
To: Kohen, Colleen (JUS)
Sent: Mon Oct 05 16:58:19 2009
Subject: RE: DRIVING MEMO - Michael Jack

I hope so but they are off on rest days and don't return to work until Wed. Rich seem to indicate he has lots of documentation. The common theme here is Mike continues to not be accountable for his own actions. Perhaps Thursday would be the best day for a phone conference. Ron

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

From: Kohen, Colleen (JUS)
Sent: Monday, October 05, 2009 4:56 PM
To: Campbell, Ron (JUS)
Subject: Re: DRIVING MEMO - Michael Jack

Hi
Ron

Will we have a draft verison of pcs66/wip by that date ?

With rich and the sgt on nights will he be able to join ?

Colleen

From: Campbell, Ron (JUS)
To: Lee, Dave E. (JUS); Kohen, Colleen (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Salter, Peter (JUS)
Cc: Johnston, Mike P. (JUS)
Sent: Mon Oct 05 16:41:26 2009
Subject: RE: DRIVING MEMO - Michael Jack

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503-4561
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<< File: D. McNeely M. Jack Driving Memo.pdf >>

26

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: October 8, 2009 9:19 AM
To: Kohen, Colleen (JUS); Butorac, Peter (JUS); Nie, Richard (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS); Salter, Peter (JUS)
Subject: FW: PC Jack evaluation draft
Attachments: Recruit Prob Eval(jack#9).doc; Recruit Prob Eval (Jack work improve #9).doc

Rich in reviewing this I was a little confused in the one area of Listening skills and Oral Communication. Is the sudden death the same incident as for Oral you indicated he couldn't get the appropriate info to pass onto the Sgt who was enroute to the call. In the listening skills you state he was able to get the pertinent info from the relatives at the sudden death to complete the investigation? I could not open the second attachment for some reason I will keep trying maybe it is just slow. I have attached my comments on the bottom of the evaluation on the left. Ron

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

From: Nie, Richard (JUS)
Sent: Wednesday, October 07, 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

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



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

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	
**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 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 very frustrated. He struggles with trying to put every situation into a mold or template that he follows 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>

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 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 timely manner and includes all necessary information that is required for reports</p>	<p>Meets Requirements</p>

utilizing electronic forms such as RMS.

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.

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:

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.

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.

Meets Requirements

NON-VERBAL

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

Specific example:

PC Jack continues to learn how he can impact situations without even speaking. On the very first call 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.

Meets Requirements

RADIO COMMUNICATIONS

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

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.

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.

Does Not Meet Requirements

COMMUNITY FOCUS

RATING

COMMUNITY FOCUS

Demonstrates a desire to help and serve others; works to discover and meet

Meets Requirements

<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: C 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
<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:</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: 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.</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: 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.</p> <p>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 publics trust.</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 goals ahead of personal achievement.</p> <p>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.</p>	<p>Meets Requirements</p>

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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):

I have reviewed Constable Jack's evaluation and have grave concerns with his lack of progress in certain areas. He has not met requirements in 13 categories. I feel more importantly at this stage of his probation meeting requirements would be in the norm not the minority.

It is very important that he work on his personal accountability and problem solving. I have met Constable Jack on many occasions and have no doubts he is a very intelligent person. The problem lies in converting theory into practical solutions in reality.

I would encourage Mike to continue to follow the direction given by his coach and hope that as he continues to work his making and self confidence improves.

Detachment Commander:

Detachment Commander's Signature:

Date: 08 Oct 09

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.

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 answer 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.
-) 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:
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

Nie, Richard (JUS)

From: Taylor, Kent (JUS)
Sent: October 14, 2009 2:50 PM
To: Jack, Michael (JUS)
Cc: Butorac, Peter (JUS); Nie, Richard (JUS); Kohen, Colleen (JUS)
Subject: Driver Training

Michael

This is to confirm our appointment for driver training on Thursday, 22Oct09 @ 13:00 hrs. Please meet me at Kawartha Lakes Detachment in Lindsay. You will need to dress in civilian attire for the training.

If you are travelling in a marked cruiser and uniform, I'm sure there would be a place for you to change at the detachment.

I'll look forward to seeing you there.

Sgt. T.K. (Kent) Taylor
Provincial Police Academy
Driver Training Coordinator

Office (705) 329-7510
Cellular (705) 345-0759

Nie, Richard (JUS)

From: Taylor, Kent (JUS)
ient: October 27, 2009 2:41 PM
To: Nie, Richard (JUS)
Cc: Campbell, Ron (JUS); Butorac, Peter (JUS); Kohen, Colleen (JUS); Jack, Michael (JUS)
Subject: Remedial driver training for PC Michael Jack

Rich

On 22Oct09 I conducted some remedial driver training with Michael in Lindsay. We spent 1.5 hours together. Approximately 30 minutes of the time was spent discussing ways to reduce errors relating to distractions and inattention when driving. I also provided him with a printed list of tips to assist him with this.

The other hour was spent on the road conducting four different exercises to increase his eye lead and observation skills. These exercises are the building blocks upon which we will base future sessions.

We have tentatively booked a second session for Thursday, 05Nov09 @ 13:00 hrs. Again we will meet at Kawartha Lakes detachment. Please understand that I can be flexible on the time and date if it conflicts with your detachment scheduling requirements.

Thank you and please let me know if another date is better for you.

Kent

Sgt. T.K. (Kent) Taylor
Provincial Police Academy
Driver Training Coordinator

Office (705) 329-7510
Cellular (705) 345-0759

Nie, Richard (JUS)

From: Campbell, Ron (JUS)
Sent: November 10, 2009 7:57 AM
To: Kohen, Colleen (JUS); Nie, Richard (JUS)
Cc: Lee, Dave E. (JUS); Borton, Doug (JUS); Butorac, Peter (JUS); Flindall, Robert (JUS)
Subject: FW: Prob Jack

Attachments: Recruit Prob Eval(jack#10).doc; Recruit Prob Eval (Jack work improve #10).doc

Rich: This was well done. I have appended my comments> I am available Thursday afternoon... or today provided we end by 3pm. Ron

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

From: Nie, Richard (JUS)
Sent: Tuesday, November 10, 2009 2:34 AM
To: Kohen, Colleen (JUS); Campbell, Ron (JUS)
Cc: Lee, Dave E. (JUS); Borton, Doug (JUS); Butorac, Peter (JUS); Flindall, Robert (JUS)
Subject: RE: Prob Jack

Colleen - I have attached the 10 month evaluation and work improvement plan. The only category that improved from last month was traffic enforcement which leaves us with 12 "does not meet requirements" categories. I will not be recommending him at this point and to be honest don't see anything changing here by the 12th month. We have flat-lined and I have already had 2 instances for month 11 which take us backwards.

At any rate, I am working nights for the next two weeks. Depending on when you want to have a conference call, I can probably start early some day or call in from home if that is possible. If you want it this afternoon (once I get up) then perhaps Ron or Rob could call me with the time, etc. The evaluation is due today so the sooner the better I guess.

Let me know

Rich



Recruit Prob Eval(jack#10).doc... Recruit Prob Eval (Jack work i...

From: Kohen, Colleen (JUS)
Sent: October 30, 2009 3:31 PM
To: Nie, Richard (JUS); Campbell, Ron (JUS)
Cc: Lee, Dave E. (JUS); Borton, Doug (JUS)
Subject: Prob Jack

Good Afternoon

I wanted to touch base with everyone as month 10 PCS66P is due on Tuesday. I am sorry.. I cant remember Rich Sgt name so if you could please forward this message to him.

I was wondering if the PCS66P could be sent to us electronically and then we can set up a conf call. We talked about playing any recommendation on this PCS66P Which is good with I am sure everyone

Look forward to hearing from you

TX

Colleen

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



PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

Probationary Constable Category (select one):	<input checked="" type="checkbox"/> 4 th Class Constable, Probationary Status Report Month: 10 <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: 09OCT09 End: 09NOV09	
Probationary Period Start Date* (DD/MM/YY) 09JAN09	
<p>**4th Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy</p> <p>Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP</p>	

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
<p>ATTITUDE TOWARDS LEARNING</p> <p>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.</p> <p>Specific example: PC Jack continues to show a desire to learn and accepts new tasks. He still 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.</p> <p>On 16OCT09, PC Jack was completing a series of traffic stops on Highway 28. Discussions about vehicle position and safety took place after each stop. As one issue would be corrected a new one would come up. It appeared he was having great difficulty in assessing where to stop a vehicle and how to do so safely. PC Jack described it as "too much to consider all at once".</p>	<p>Does Not Meet Requirements</p>
<p>PROVINCIAL STATUTES</p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: PC Jack continues to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. On 21OCT09 he attended a collision and laid the appropriate charge given the circumstances - one vehicle turning in front of another.</p>	<p>Meets Requirements</p>
<p>FEDERAL STATUTES</p> <p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC Jack continues to appear to have a working knowledge of the offences that he has encountered this month. He still has difficulty converting that book knowledge into practice on the road. He is still very hesitant with making the choice on how to proceed with a course of action.</p> <p>On 17OCT09 PC Jack attended a vehicle rollover with three suspicious youths involved. Upon arriving at the scene, PC Jack approached the first officer on scene who was speaking</p>	<p>Does Not Meet Requirements</p>

with the three youths. At one point he approached the vehicle with the other officer while his coach spoke with a passenger alone. There was an obvious odour of burnt marijuana in the vehicle. At no time did PC Jack indicate that he had noticed the smell or decide to proceed with anything. After watching his coach separate one passenger, he then proceeded to do the same with the other. When his coach approached him to check on things, he advised that he had not had any discussions with the passengers in regards to drugs. After some questioning by his coach the drugs were discovered and dealt with appropriately.

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 continues to develop his system where he categorizes every email he receives into folders and has memory sticks full of reports and procedural examples.

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:

PC Jack still appears to be very nervous and lacks confidence while driving. He drives safely but causes concern with some of his habits.

On 09OCT09 he attended a collision scene and was so excited upon his arrival that he parked the cruiser directly on top of the evidence at the scene. His only focus was getting to the scene although he knew another officer was already there. He was unable to process all of the events taking place at this minor scene to come to the appropriate solution when he arrived. When driving decisions are discussed his response is often "too many things happening at once, I couldn't concentrate".

On 26OCT09 PC Jack conducted a traffic stop on County Road 1 which is an 80km/h highway. He stopped the cruiser partially into a live lane. He said he was doing this for an offset – when questioned he agreed he was not trained to do this on highway stops. While approaching the vehicle on the same stop, he appeared nervous and began touching various radio buttons and the light bar, then rolled down window completely – said he was unsure why he rolled down the window – all took place while approaching vehicle and trying to turn around.

Does Not Meet Requirements

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.

Specific example:

PC Jack has made a concerted effort to improve in this category. He has taken the action plan and attempted to put it into full force - he takes the directed patrol board with him for his zone and covers off those areas. He approaches his coach at the start of each shift and asks they can attend a community policing office immediately. The only downside here is that he has taken the direction as concrete instruction and wants to attend these offices the minute he

Meets Requirements

has work to do. He still needs to learn how to prioritize his tasks. For example, after a collision, it is okay to do some enforcement before immediately attending an office to complete the traffic report. During this month PC Jack wrote 12 HTA offence notices.

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 still needs to improve in this area. He speaks professionally and in an appropriate manner however still needs to work on sorting through the information he is given to ask more detailed questions to get the answers he needs. His use of templates for questioning is still causing him to miss relevant points specific to each individual case. When dealing with fellow officers, for some reason he will omit information given to him when he is asking for help or direction from another.

On 17OCT09 PC Jack attended a threats call. He began the initial investigation with the complainant and determined the male was scared to attend his residence because of the suspect. He questioned properly about the type of threat however did not take it the step further to assess the living arrangements at the house. After his coach clarified the information with the complainant, it was determined that everything was fine as they lived in an apartment building.

Does Not Meet 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 still writes very detailed occurrence reports for the calls he attends. His note taking has been watched and is improving. A comment can still not be made on crown brief synopsis as no new ones were completed this month.

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:

PC Jack pays very close attention to people when he is listening to their responses and instructions. His difficulty is discussed under oral where he has trouble with putting the information together into something useful and repeating it to others.

On 27OCT09 PC Jack attended a collision scene. He listened well to those involved and took proper statements to complete the investigation.

Meets Requirements

<p>NON-VERBAL</p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example:</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: The issues identified in this category are still present. PC Jack uses proper language and codes on the radio but things fall apart under pressure. He forgets at times to update the dispatcher with what he is doing and where he is going. He still has trouble with listening to the radio when he is distracted by a conversation or task.</p> <p>On 27OCT09 PC Jack was at a collision scene and missed hearing a call on the radio while he was talking to an involved driver. When questioned if he heard the call, he advised that he was busy talking to the driver so he didn't hear anything.</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 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 made a good effort at patrolling the villages and towns in his patrol area. He has shifted his focus from staying at the detachment to being out and visible in the community.</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>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: This category has shown no improvement as well. The comments from last month still apply - unless the situation is identical to one that he has experienced before, PC Jack struggles with coming to a decision about what to do.</p> <p>On 12OCT09 PC Jack was attending a domestic dispute call to back up another officer. The female caller had advised there was an unwanted male at her residence, had been drinking,</p>	<p>Does Not Meet Requirements</p>

and was refusing to leave. There was also information about someone being placed in a headlock. PC Jack chose to drive at less than speed limit, with no lights or sirens. He said that he felt getting to call minutes sooner would not help as the "headlock" and domestic were already over. It was discussed with him about the risks at domestics, etc and then he chose to use his emergency equipment. Once at the domestic, he spoke with the victim and did not even check whether she had been assaulted or not – he appeared unsure how to handle the information she was giving him.

ANALYTICAL THINKING

Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.

Specific example:

PC Jack still struggles at piecing things together at his calls. He still is very methodical and systematic in his approach but has trouble sorting out the information.

On 17OCT09 PC Jack assisted at a call with some intoxicated males. By the end of it, he had to drive one of the males to his residence. PC Jack was planning to drop him off at the end of his driveway and let him walk to his house. Then he said he would be polite and drive him to the door. His coach officer explained the need to ensure there was someone home to look after the boy. PC Jack then admitted that he did not intend on making sure the intoxicated male was looked after by his parents.

Does Not Meet Requirements

RESOLUTION

Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.

Specific example:

PC Jack still has trouble determining what is the most appropriate solution to a problem he faces. He still either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting that his decision is correct.

On 17OCT09 at the start of the shift, PC Jack advised there was a traffic complaint to go to but it was ten minutes old - a vehicle was tailgating and passing unsafely. He then said he had to do a log-on sheet because dispatch didn't have one and had asked for one. He then headed to shift briefing and appeared very stressed. He informed OIC Postma that the log-on was not done – he was advised to leave it for now and it would be sorted out by Postma as 4 people were off. PC Jack just sat there and stared at the table appearing frustrated. When briefing was over he advised of another traffic complaint which involved threats - someone gave another person the finger. He was asked if there was a plate and description and he confirmed there was so it was suggested that they leave and look for the vehicle. He got upset saying that he had to do the log-on and raised his voice at his coach - he was told to relax as it was not a big deal, he could just ask someone else to do the log-on sheet. Within 30 seconds PC Postma walked back in and asked PC Jack to do the log-on before he left if he had the time and told him three times what to log people on as including himself. PC Jack became frustrated and started muttering things under his breath about being asked to do two things at once. He finished the log-on and walked outside. His coach then took a call from PCC and the dispatcher said the log-on was all messed up – people were logged on as different zones and numbers as what she had been told by Postma verbally earlier. His coach corrected the errors and spoke with PC Jack – he again became quite angry advising that he heard Postma's instructions but no one can be expected to handle three things at once – his coach explained that a log-on sheet and two traffic complaints were minor tasks, and that he wasn't doing them at the same time, he just needed to prioritize them – he said it was impossible and that he couldn't be expected to start assessing and formulating a plan for one thing and then have to switch to another – he was told to take a breather and start over. He said he had no idea what to do so he and his coach sorted out what he had heard with the traffic complaints. His coach then called back to dispatch to confirm and there were more details that he had left out. It was explained to him about why he has difficulties listening, arguing, etc because he only gave partial information to his coach. It was explained to him that if he can't handle more than one thing at a time than to tell his coach and he will make

Does Not Meet Requirements

<p>sure that he is only given one thing to do until he can handle more</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 always 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 making his best effort to stay positive in his present situation. He still has a strong desire to learn and often comes to work on days off to complete tasks so he does not fall behind.</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 performance deficiencies.</p> <p>Specific example: PC Jack willingly admits to having problem areas and understands the identified concerns. He has shifted somewhat in his approach in that instead of placing blame on another officer, he suggests his problems arise from the circumstances he is placed into. If a problem is detected or questioned, he will now say it is due to being forced to think when he is tired or not feeling well. If he has several things to do at once he will say that he can't be expected to do three things at once and that is why things fall apart.</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: The comments from last month still apply - 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 Resolution.</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 struggles the minute the situation becomes stressful. Given a template to follow, he does well at completing one task at a time. When asked to multitask, everything falls apart.</p> <p>On 27OCT09 there was a call on the radio where night shift was looking for a stolen vehicle – PC Folz advised he had two people under arrest at Airport Road by the train tracks – PC Jack was advised of the information and he told his coach he had heard. He did not appear to be in any type of hurry to assist his coworkers – PC Jack was told by his coach they would be attending and PC Pitts confirmed he was leaving at the same time. His coach had to repeat the location to PC Jack three times prior to even leaving the parking lot. He was encouraged to move faster so he could help his partners and all it did was slow him down. He appeared very confused and could not deal with the lack of information on the call – he wanted more details than just "go there to help the officers". As the pressure was increased, his stress increased, and everything just slowed down. Since he did not have a detailed set of facts to start off with, it caused PC Jack to become confused, frustrated, and upset over what to do with the call.</p>	<p>Does Not Meet Requirements</p>
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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:</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: PC Jack still 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. He has made an effort to avoid answer shopping and deals almost exclusively with his coach unless instructed otherwise. He biggest challenge this month has been with information sharing. On two different occasions he got into situations involving Sergeants and his coach in which he did not give complete information to the Sergeant to make an informed decision.</p> <p>On 21OCT09 PC Jack started early and was working in the office. Near the end of the day a collision came in and the dayshift Sergeant asked PC Jack to attend as he was available. He neglected to inform the Sergeant that he was not to attend calls alone. When discovered by his coach and discussed with the Sergeant, a lack of trust developed again from the lack of full disclosure.</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: PC Jack still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake.</p> <p>In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.</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 goals ahead of personal achievement.</p> <p>Specific example: PC Jack has not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.</p>	<p>Meets Requirements</p>

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:</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 with the public.</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):

This member still requires a lot of instruction and direction when he should have reached a point of some independence. Constable JACK'S inability to multi-task and his confusion is very concerning when there are more than one thing to do. I have reviewed his work-improvement plan and the examples in this report and concur with the comments.

Detachment Commander:

Detachment Commander's Signature:

Date: 10 Nov 09

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) Oral - Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.
 - (5) Radio Communications - Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.
- (6) Decisive Insight - Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.
- (7) 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.
- (8) Resolution - Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.
- (9) Personal Accountability - Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.
- (10) Flexibility - Adapts to a variety of changing situations, individuals and groups.
- (11) 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.
- (12) Self-Confidence - Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.

Coach Officer's Comments:

Coach Officer's

Date:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

Signature:

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 still develop a game plan of how to handle the call based on dispatch information alone.
- (3) Police Vehicle Operation - PC Jack is continuing remedial driver training with Sgt. Kent Taylor of GHQ.
- (4) 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.
- (5) 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.
- (6) 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.
- (7) 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.
- (8) 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.
- (9) 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 then the accountability will meet requirements.
- (10) 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.
- (11) Respectful Relations - PC Jack has to commit to himself that he will not answer 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.
- (12) 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.

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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Comments mandatory at all levels

Accountable Supervisor's Comments:

Accountable Supervisor's Signature:	Date:
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Probationary Constable's Signature:	Date:
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Detachment Commander's Comments:

I concur with the Coach Officer's comments. If the member starts to take ownership for issues as they arise I feel he will have a greater level of achievement in all areas.

Detachment Commander's Signature:	Date: 10 Nov 09
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Regional Commander's (or designate) Comments:

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

To be completed by Accountable Supervisor

(1) Traffic Enforcement - PC Jack increased his totals this month to 12 HTA offence notices and has been utilizing the directed patrol boards when feasible.

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:
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Accountable Supervisor's Signature:	Date:
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