

<p>From 10th June 2009 to 09 August 2009 PC JACK has issued the following Provincial Offences notices:</p> <p>HTA : 21 , CAIA : 2</p>	
<p>NON-VERBAL</p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example: PC JACK is aware of how his appearance and demeanour can effect his interaction with complainants and accused parties. He uses appropriate paralanguage and interview stance techniques with these individuals.</p>	<p>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: During this evaluation period, PC JACK had occasion to work a Paid Duty shift. During his shift, the Smith Falls PCC continued to try to make contact with him without success. A senior officer who was working at the time attempted make contact over the radio and via PC JACK's cell phone, also without success. When PC JACK returned to the Detachment, the senior officer who attempted to assist the PCC, spoke with him about not answering his radio and advised him to contact the PCC. PC JACK became irate with the officer and advised them that he would call the PCC when he felt like it.</p> <p>During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>PC JACK is now patrolling on his own. His communication skills are improving. PC JACK is conscious of his thick accent and makes an effort to speak clearly and consisely.</p> <p>SP09152940 --SP09158516 - On the 17th July 2009 PC JACK attended at a camp to follow-up on a call that occurred during his rest days and had already been investigated by another officer. PC JACK did not notify the PCC or his zone partner nor anyone else on shift where he was. It was only when he was dispatched to another call for service (SP09158516) that he advised he was busy conducting follow-up. It was discovered this wasn't even one of his investigations and PC JACK was advised to attend at the outstanding call for service. On the 18th July 2009 PC JACK was spoken to about the importance of notifying the PCC of his 10-20 when he gets out of his vehicle especially for 10-78 reasons.</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 an obvious desire to help people and his community. He continues to use the CPO's in his zone and makes himself available to the public while there.</p>	<p>Meets Requirements</p>

VALUING DIVERSITY

Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.

Specific example:

PC JACK has no issues working within a diverse community in which the Peterborough County Detachment polices.

Meets Requirements

PROBLEM SOLVING SKILLS**RATING****DECISIVE INSIGHT**

Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.

Specific example:

PC JACK has indicated on numerous occasions that he has not had the proper guidance in completing various tasks after the task was completed improperly. In all occasions, PC JACK has failed to request assistance in completing the tasks properly. He is expected in the future to ask for assistance should he need help.

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

SP09148553 - Impaired Driver - On July 6th 2009, PC JACK received a traffic complaint in which the caller was reporting a possible impaired driver. Based on the information provided by the complainant, PC JACK knew that he was out of position to look for the impaired driver. PC JACK was able to determine the best course of action to put him in the best position to intercept the possible impaired. As a result of actions, PC JACK was ultimately able to locate the suspect vehicle and impaired charges were laid as a result.

Meets Requirements

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:

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

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

Does Not Meet Requirements

RESOLUTION

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

Specific example:

Does Not Meet Requirements

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

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

FOLLOW-UP ORIENTATION

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

Specific example:

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

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

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

Does Not Meet Requirements

LEADERSHIP ATTRIBUTES

RATING

INITIATIVE

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

Specific example:

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

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

Meets Requirements

PERSONAL ACCOUNTABILITY

Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.

Specific example:

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

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

Does Not Meet Requirements

PLANNING & ORGANIZING

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

Specific example:

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

PC JACK is a very organized person. He usually comes to work with a pre-written task list

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

SP09164458 - Criminal Harassment - PC JACK was giving a list of specific instructions for dealing with this call by SGT FLINDALL. They were to have night shift make attempts to locate and arrest suspect; do up brief for this case and submit before going home. Brief to include: synopsis, photocopies of witness statements; summary of victim video statement; show cause hearing report. If not arrested then brief can be submitted for warrant. PC JACK entered a GOR which was not required that evening. He transcribed the video statement which was not required (after leaving the detachment and attending Staples Business Depot and purchasing headphones - to listen to the statement). PC JACK did not complete and submit a bail /warrant brief as he was directed to do by SGT FLINDALL. He requested CST BROCKLEY complete his brief synopsis for him. This reflects his poor time management skills, working on items he wasn't told to do an weren't required at the time

On the 17th July 2009 PC JACK was following up on an investigation that he wasn't asked to assist with, while he had his own investigations that required follow-up. PC JACK's notebook for this date refers to his follow-up relating to SP09152940. His task list at the time had a 2 frauds, a theft call, and a neighbour dispute that S/SGT CAMPBELL was requesting he follow-up on.

Does Not Meet Requirements

FLEXIBILITY

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

Specific example:

PC JACK has made himself available on numerous occasions to assist other officers in the Detachment by working their shifts. He has also worked many overtime details without complaint.

Meets Requirements

INTERPERSONAL ATTRIBUTES**RATING**

<p>INTEGRITY</p> <p>Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p> <p>Specific example: PC JACK has never been seen to show bias towards victims or accused and has always demonstrated an ethos in keeping with the Promise of the OPP, Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p>	<p>Meets Requirements</p>
<p>RESPECTFUL RELATIONS</p> <p>Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this the previous evaluation example has been carried over to this evaluation:</p> <p>SP09178964 - B&E - Youngs Point - PC JACK and his shiftmates were called to a B& E in progress at an old school in Youngs Point. PC JACK was given direction from his supervisor SGT FLINDALL and PC D'AMICO regarding applicable charges in the case. A couple of days later he spoke to another officer at detachment about the case omitting pertinent details and asking how he could get the charges changed because he felt they were the wrong charges. He did not trust that his supervisor or senior member on shift were directing him properly when in fact they were. PC JACK again spoke with SGT FLINDALL who in turn reiterated what the appropriate charges were. Disregarding this information again, PC JACK again went to another officer, omitting pertinent details. In both cases, both officers came to learn all of the details and vocalized their concern with PC JACK at how he was using them in an attempt to get the charges changed.</p>	<p>Does Not Meet Requirements</p>
<p>SELF-CONFIDENCE</p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>During this evaluation period, PC JACK has been involved in numerous situations which has required either disciplinary action or instruction on how to complete tasks properly. It has been found that PC JACK does not take criticism well and will avoid that person for a period of time.</p>	<p>Does Not Meet Requirements</p>
<p>TEAM WORK</p> <p>Works effectively with others towards a common purpose while putting the group's</p>	<p>Does Not Meet Requirements</p>

goals ahead of personal achievement.

Specific example:

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

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

PERSONAL IMPACT

RATING

SELF-AWARENESS

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

Specific example:

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

Does Not Meet Requirements

DEPARTMENT

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

Specific example:

PC JACK remains professional when dealing with the public.

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

Does Not Meet Requirements

APPEARANCE

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

Specific example:

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

Meets Requirements

COMMENTS AND SIGNATURES

Evaluation Meeting

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

Employee's Comments:

Employee's Signature:

REFUSED

Date:

Coach Officer Comments:

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

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

Date: 11 Sep 09

Accountable Supervisor's Comments (Mandatory):

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

Accountable Supervisor:

Accountable Supervisor's Signature:

Date: 11 Sep 09

SGT. R. FLINDALL

Detachment Commander

Comments (Mandatory):

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

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

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

Detachment Commander <i>M</i> Don CAMPBELL	Detachment Commander's Signature: <i>M</i>	Date: 11Sep09
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Instructions:
At the conclusion of each evaluation period:

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

Regional Commander (or designate)

Comments (Mandatory)

Issues noted. Work improvement plan is attached.

Insp. Dave E. Lee
Manager
Staff Development & Training

Regional Commander (or designate) Signature: <i>D. Lee</i>	Date: 050109
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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.

S/Sgt Campbell

25 Sep 09

Attached is P/C Jack's response to his 6 month evaluation. He is willing to sign it but when I checked the file it has already moved ahead.

This could just be sent on or added to his current one or merged into his current one.

I'll leave with you

Thanks

Pete



Sgt Finnell

I understand you spoke to Insr J. Hester. DSO 02 09
& wanted a copy of this. Per

Re: Probationary Constable Performance Evaluation Report (PCS-066P)

JACK, Michael, Badge # 12690

Report Month: 6

Evaluation period: 09 June 2009 to 09 August 2009

Preamble: In early May 2009, I advised Sgt. Flindall that I did not feel I was getting the proper coaching and that I felt I had no one to go to for help. He acknowledged my concerns and explained to me that it was the result of the mismanagement of human resources at the detachment and that Cst. Shaun Filman was not supposed to be my coach officer in the first place and that he was assigned to be my coach shortly prior to my reporting at the detachment. I was Cst. Filman's 3rd probationary back-to-back, he just had a son and as the result his mind was elsewhere. I advised Sgt. Flindall that I was concerned about my probationary period progress and that I did not want to jeopardize my probationary period because of the mismanagement of resources, which was obviously beyond my control. Sgt. Flindall reassured me that this was not going to happen on his shift. Sgt. Flindall advised me that Cst. Filman was going to continue to be my official coach officer and as such, will continue to be responsible for writing my evaluations. While Cst. Payne was going to be my "go-to" person and was going to assist me with work. Obviously, this did not work.

My PCS-066P for month 2 (evaluation period 09 Jan 2009 – 09 Mar 2009) was presented to me by Sgt. Flindall on April 26, 2009. There were 3 "Does Not Meet Requirements" ratings and 3 work improvement plans. The PCS-066P was overdue by a month and a half. Sgt. Flindall advised me that this was his fault and reassured me that this was not going to happen again.

My PCS-066P for month 3 (evaluation period 09 Mar 2009 – 09 Apr 2009) was presented to me by Sgt. Flindall on April 26, 2009 together with PCS-066P for month 2.

My PCS-066P for month 4 (evaluation period 09 Apr 2009 – 09 May 2009) was presented to me by Sgt. Flindall on May 14, 2009.

My PCS-066P for month 5 (evaluation period 09 May 2009 – 09 June 2009) was presented to me by Sgt. Flindall on August 19, 2009, which was overdue by two months.

On August 19, 2009 I had a meeting with S/Sgt. Campbell and Sgt. Flindall with OPPA representative, Cst. Anderson sitting in on it. At the meeting I was informed that I was being re-assigned to another platoon with another coach officer and that I would report back for duty on September 9, 2009; after my vacation that commences on August 20, 2009 at 18:00 hrs. Further, I was informed by Sgt. Flindall that he was going to give me two more 233-10 and that it would be reflected in my next evaluation.

On August 20, 2009 shortly before noon, I got a call in reference to a suspected impaired driver (SP09191712). I subsequently intercepted and arrested the driver for impaired operation of motor vehicle (the driver's breath test result was 272 BAC) and was busy dealing with the prisoner and the paper work all afternoon. At 17:40 hrs (which was 20 minutes prior to the end of my shift), I was presented by Sgt. Flindall yet again, my PCS-066P for month 6 (evaluation period 09 June 2009 – 09 August 2009) along with two 233-

10 and was told to review and sign them "hopefully" before 18:00 hrs. Upon reviewing the PCS-066P, there were 10 "Does Not Meet Requirements" ratings. I only had 3 "Does Not Meet Requirements" in the first two months of my probation period. I was in shock about how negative my evaluation was and needed time to think of how to respond to it. The evaluator's name on the form was Cst. Filman (who was at the time on vacation) yet all the negative comments were thoroughly documented by Sgt. Flindall. The work improvement plans were not there and I felt I was being slammed with everything all-at-once.

At 18:00 hrs I called D/Cst. Karen German, who is the President of the 8th Branch OPPA and sought advice. D/Cst. German advised me that I did not have to sign anything at the time and advised me she was going to look into my case. I did not sign any of the forms Sgt. Flindall gave me. I told him that I needed more time to review the PCS-066P and that I wanted an OPPA rep to look at them as well. I also told him that I would sign the 233-10 if he ordered me to do so, to which he replied, "Nope" and put "Refused to Sign" instead of my signature. That was the end of our meeting that concluded at approximately 18:10 hrs.

On August 21, 2009 at approximately 10:00 hrs I spoke with Cst. Anderson on the phone. He advised me that it was only fair for me to have some time to go over my evaluation and that I did not have to sign either 233-10 or the PCS-066P on such a short notice. I advised him that I spoke with D/Cst. German and asked him to advise S/Sgt. Campbell of the situation, to which he replied he would.

I have been working on my own since April 2009. During the busy summer months, there have been a number of occasions when I worked alone in my zone throughout the entire day. Also, during my evaluation period (09 June 2009 to 09 August 2009) I had a total of 40 reportable calls for service as a reporting officer and 10 non-reportable. In addition I had 5 calls for service in which I took part either as an assisting officer, an arresting officer, or a fingerprinting officer. During the same time period (09 June 2009 to 09 August 2009) my zone partners, which were my coach officer, Cst. Filman, and my "go-to" person, Cst. Payne, had a total of 37 reportable calls for service together, 20 and 17, respectively; and 35 non-reportable, 10 and 25, respectively.

Provincial Statutes Rating: Does Not Meet Requirements

The narrative is true except for the fact that I did not make the decision to take the female to the hospital for an evaluation. I was the first one on scene, followed by Cst. Crowder, then by Cst. D'Amico and Cst. Moran. Upon arrival, Cst. D'Amico said that she knew the female and that she was crazy. After Cst. D'Amico and Cst. Moran cleared the scene, I was not sure how to clear the call off and that is why I sought advice from Cst. Crowder, who has got 20+ years of service on me. When Cst. Crowder asked me what I would do, I advised Cst. Crowder that though I remembered studying police apprehension authorities under the Mental Health Act at the Ontario Police College, this was my first call of that particular nature. Cst. Crowder explained to me how the call should have been handled and cleared off. I therefore disagree with the "Does Not Meet Requirements" rating as I sought and followed advice of a senior officer.

Federal Statutes

Rating: Does Not Meet Requirements

SP09178964 - After the apprehension and the arrest of the 4 male suspects, Sgt. Flindall asked all the officers at the scene if anyone wanted to lead the investigation. No one volunteered. I had not handled criminal cases of this nature before yet said that I could do it if I got assistance with handling the case. Sgt. Flindall advised me that it would be a team effort in which everybody would take on a piece of work. Upon arrival at the detachment I found out through Niche RMS that the investigation was assigned to me. In regards to me not trusting a supervisor or a senior member with direction stems from the fact that I had been reprimanded before for following directions from a senior officer (see **Listening Skills**) as well as for not asking for help when I needed it. My coach officer was not available at the time to assist me with the investigation and the required paper work. Therefore, at that point after everything that had gone on, I did not know who to seek advice from or who I could trust. Further to this, I asked Sgt. Flindall through email once and verbally 3 times for a copy of his notes from the evening's event, as Sgt. Flindall arrested one male suspect at the scene and I needed his notes to complete the crown brief synopsis. Sgt. Flindall acknowledged my requests but never gave me his notes. I was therefore unable to complete the crown brief synopsis prior to going on vacation on August 20, 2009. I advised Sgt. Flindall that I was willing to come to work during my time off to complete the investigation, to which he replied he wanted me to have a vacation and that he would take care of the investigation and ordered me to surrender to him the 4 crown briefs that I had put together, which I did.

Listening Skills

Rating: Does Not Meet Requirements

SP09087157 – With respect to the handling of the Fraud investigation, see **Follow-Up Orientation**.

SP09164458 - On July 23, 2009 at 18:40 hrs. I was ordered by Sgt. Flindall to work on overtime to complete the Criminal Harassment case I was assigned to work on earlier that day. First and foremost I was 13 hours into my day shift when the order to stay at the detachment to continue working on overtime was given. Second, I had not handled criminal cases of this nature before and therefore lacked the necessary skills or experience to handle the investigation on my own in such a short time frame. Sgt. Flindall gave me a set of instructions on a piece of paper to follow and advised me that the night shift were going to assist me. Further, Sgt. Flindall advised me that the night shift supervisor (2IC) Cst. Hanna had been advised to track the accused down and arrest him. Despite being exhausted, not having eaten all day and not having the experience to complete the required paper work in a given time frame, I did not dispute Sgt. Flindall's order and stayed at work. I took an energy pill to keep me awake, got a meal from Wendy's and a set of headphones from Staples and continued working. I did transcribe the video statement and put the general occurrence report as it helped me to determine and put the facts-in-issue in writing. I then photocopied my notes and the evidence provided by the complainants and at around 22:00 hrs asked Cst. Brokley, who was on light duties that night, to assist me with putting Crown Brief Synopsis as I was mentally and physically exhausted and could no longer comprehend what I was doing. Cst. Brokley advised me he could not do that as Crown Brief Synopsis should be written by the investigating officer and instead offered me his help with the preparation of the PTAs. I advised Cst. Brokley that this is not what Sgt. Flindall told me to do and showed him a piece of paper with Sgt. Flindall's instructions. Cst. Brokley in turn advised me that since the

accused did not have a criminal record, he could be arrested and released on a PTA and that he was going to prepare the PTA for me. At around 23:00 hrs I called Cst. Hanna on the on-duty sergeant's phone and inquired whether the accused had been arrested. Cst. Hanna advised me that the last message he got was not to arrest the accused and that he did not dispatch any officers from the night shift to arrest the accused. I advised him that this not what Sgt. Flindall advised me and that I expected the night shift to help me. Cst. Hanna in turn advised me that this was "bullshit" and that the accused should have been contacted over the phone and asked to attend the detachment earlier in the evening to turn himself in. Cst. Hanna further advised me that he was on a call enroute to Bancroft and could not be of any assistance to me at the time. In light of this information, Cst. Brokley advised me to send an email to the detachment in reference to the occurrence, should the accused be arrested overnight and that he was going to prepare the PTA and leave two copies in my diary slot. I sent an email as advised and at around midnight obtained S/Sgt. Campbell's permission, who happened to be at the detachment at the time, to go home and come back the following morning (Friday, July 24, 2009) to work overtime to complete the investigation. When S/Sgt. Campbell looked at me he told me, "Go home Mike, you are spinning wheels now". I left the detachment at around 01:00 hrs and came back to work in the morning at around 10:00 hrs. The accused was not arrested overnight. With a fresh mind I finalized the Crown Brief Synopsis. Though Cst. Brokley did prepare the PTA and left two copies in my diary slot, I had to prepare the PTA from scratch as it was erroneous and was not even saved in the Niche RMS. At around noon, I learned from the complainant's husband that the accused was employed as a land surveyor and was supposed to be at work at a road construction site in the vicinity of the Peterborough County OPP detachment that day. I sought advice from the day shift supervisor (ZIC) Cst. Postma how to handle the arrest (I only had one arrest, for Over 80, on my own prior to that day) and then attempted to locate the accused. At the construction site I located a co-worker of the accused and learned from him that the accused had left for the day. I was subsequently able to get hold of the accused on the phone at his father's place and requested him to attend the detachment. At the detachment I arrested him on the charge of Criminal Harassment and released him on PTA. At around 18:30 hrs I attended his residence and in his presence seized his 15 registered firearms under Sec. 117.04 CC. I got assistance from the night shift with the logging of the 15 seized firearms and concluded my overtime day shift at 23:00 hrs. I disagree with this rating as I lacked the necessary knowledge to deal with a criminal case of this nature, I was mentally and physically exhausted and felt abandoned. Once again, I took the advice of the senior officer and therefore I was reassured I was doing the right thing.

Radio Communications Rating: Does Not Meet Requirements

SP09152940 – SP09158516 – With respect to the "follow-up", see **Self-Awareness**.

By definition, the **Radio Communications** section rates the "use of appropriate and respectful language when utilizing the communications system, effective communication, and the usage of 10 codes." I therefore do not understand how the above example fits into the definition of **Radio Communications**.

Resolution

Rating: Does Not Meet Requirements

The narrative is only partially true as first I attended the "stand-by and keep the peace" call on my own as to the best of my knowledge at the time, all other zone units were tied up with other calls for service. Second, I was unaware that one of the involved parties contacted the PCC and requested another officer to attend. When I realized things were not progressing, I called Cst. Payne and requested back-up. Cst. Payne advised me that she was sending Cst. Filman to assist me. When Cst. Filman arrived, he resolved the matter.

Follow-Up Orientation

Rating: Does Not Meet Requirements

SP09087157 - First and foremost; my understanding of the investigation was that I was to assist in the investigation and not to lead it. In proof of this, in my evaluation report for month 4 (09 April 2009 to 09 May 2009) in the Analytical Thinking section, Cst. Filman indicated that I completed a detailed investigation including a photo line-up and had since turned the investigation over to the regional intelligence officer. I was later advised by Sgt. Flindall that the investigation was mine and that I was supposed to lead it to completion. Due to the complexity of the investigation (for my level of experience) I asked Sgt. Flindall for assistance and he advised me that Cst. Payne was going to assist me with it. On July 18, 2009, Cst. Payne and myself sat down to look at what I had done in regards to the investigation and what remained to be done. Cst. Payne quickly proof read my General Occurrence Report, advised me that property items needed to be added to Niche RMS, synopsis of the video statement completed, crown brief synopsis completed and all my notes photocopied. I got no more than half-an-hour altogether of Cst. Payne assistance with the case. I did transcribe the witness video statement contrary to Cst. Payne instruction just to prepare a summary of it. However, during the transcription, I discovered that the actual fraudulent transaction was rung through by another person (a cashier) and that was something neither I nor Cst. Payne was aware of. While I was present during the interview of the Customer Service Representative (CSR), who serviced the accused and was the witness to the fraud, when D, Cst. Dawson conducted the interview, my understating was that I was the assisting officer in the investigation and therefore I did not intervene in the photo lineup procedure and in the questioning of the CSR. When however, I transcribed the video statement verbatim, I learned that there was a cashier who physically rung the fraudulent transaction through. Had I not transcribed the video statement verbatim, no one would have known that there was another key witness to the event and that her statements needed to be obtained. Only when I showed the verbatim transcription of the video statement to Cst. Payne, she pointed out that Crown Attorney Brian Gilkinson would return the Crown Brief back to me if I did not have statements from the cashier. I therefore got reprimanded for wasting the time on the verbatim transcription of the video statement of the CSR, however, nothing was mentioned about me coming across the fact that the CSR was not the one who rung the fraudulent transaction through and that there was another key witness to the fraud that need to be interviewed. Further to this, when I attended the business to interview the cashier, I was told that there were two cashiers who rung two separate fraudulent transactions conducted by the same accused on the same day and that one of them lived outside of Peterborough County territorial division. I was further advised that both of them were scheduled to work on July 24, 2009 and therefore would be available for the interview. In light of the recent experience of being dispatched to calls almost immediately after going on duty and

not being able to do follow up with people from other from previous shifts in a timely manner, I asked Sgt. Flindall for a permission to attend the business to interview the witnesses on my day off on my own time, to which he stated there was a liability issue with that and denied my request. I therefore arranged to meet with both cashiers on July 27, 2009 at 19:00 hrs at the business. Sgt. Flindall was going to be on vacation that day and advised me to advise Cst. Payne that I was going to interview the cashiers as soon as I went on duty and that it was my number one priority. I subsequently met with the cashiers at the scheduled time and successfully interviewed them.

Personal Accountability Rating: Does Not Meet Requirements

SP09164458 – With respect to the handling of the Criminal Harassment investigation, see **Listening Skills**. It appears that the same case is being used more than once to negatively rate my performance across multiple evaluation criteria.

Planning and Organizing Rating: Does Not Meet Requirements

SP09164458 – With respect to the handling of the Criminal Harassment investigation, see **Listening Skills**. It appears that the same case is being used more than once to negatively rate my performance across multiple evaluation criteria.

In regards to my perceived inability to multi-task I would like to reiterate over the fact that during my evaluation period (09 June 2009 to 09 August 2009) I had a total of 40 reportable calls for service as a reporting officer and 10 non-reportable. In addition I had 5 calls for service in which I took part either as an assisting officer, an arresting officer, or a fingerprinting officer. During the same time period (09 June 2009 to 09 August 2009) my zone partners, which were my coach officer, Cst. Filman, and my "go-to" person, Cst. Payne, had a total of 37 reportable calls for service together, 20 and 17 respectively; and 35 non-reportable, 10 and 25 respectively. If there are comes as yet another surprise to learn that I cannot multi-task when I took, handled and completed more reportable calls than both my coach officer and my "go-to" person combined.

Respectful Relationships Rating: Does Not Meet Requirements

SP09178964 – With respect to the 9&E in progress, see **Federal Statutes**. It appears that the same case is being used more than once to negatively rate my performance across multiple evaluation criteria.

Self-Confidence

Rating: Does Not Meet Requirements

I am not sure what these numerous situations were that required disciplinary action and what kind of disciplinary action was required or taken to complete my tasks properly. During my conversation with Sgt. Flindall on August 3, 2009 I was advised that I am a quite person and should be asking questions when I do not know how to deal with a situation. It therefore comes as yet another surprise to learn that I got reprimanded for requiring instruction to complete tasks properly. Should I naturally require instruction to complete certain tasks during my probationary period and perhaps even later in my career? Is not that the job of a coach officer to provide me with instruction and guidance in the first place? Is not that exactly what I discussed with Sgt. Flindall in May 2009? As for the criticism, I am not sure who that person was that I was avoiding and when it happened. If that person comes forth, I then will be able to explain my perceived behaviour or avoidance.

Self-Awareness

Rating: Meets Requirements

SP09152940 – SP09158516. On July 11, 2009 there was an email sent to the detachment by an officer from another shift about racial graffiti on a vehicle at Camp MOS-HAVA (which is a Jewish camp), in which patrols in the area were requested. I took note of the incident, like I do about many other ones that occur in Peterborough County and especially in my zone. On the morning of July 17, 2009, I was on general patrol in my zone, when I noticed I was in the vicinity of the camp. I recalled the request for extra patrols and decided to conduct one to see where the camp was located and to familiarize myself with the area. Upon my arrival at the camp's main gate, I was greeted by the camp security guard who said, "You are already here." I asked what he meant and he explained that a teenaged female at the camp fainted and EMS was called. He further advised me that he was not sure if the police had been called. Shortly thereafter Peterborough EMS and local fire arrived on scene. I personally knew the paramedics and the firemen as we had worked together on a number of motor vehicle accidents. I decided to stay until they cleared the scene in case police assistance was required. The teenaged female was brought out in a camp van, examined by paramedics and transported to the hospital for further examination. I then spoke with the camp manager and I advised her of the reason I was there and that I had a Jewish background. I further asked if I could get some water and she escorted me into the dining room. We had a short conversation (5-10 min), in which she advised me of the threats they had had from cabins and the racial graffiti. I advised her that I was aware of the racial graffiti occurrence and that was the reason how I learned about their location and was conducting the requested patrols. Our conversation was interrupted by me receiving a call and being dispatched to a B&E in another zone. I left the camp manager my business card, apologized for leaving in the middle of the conversation, and left.

We have been encouraged to conduct foot patrols in our respective zones. On the morning of July 17, 2009, I was in my zone and I was conducting foot patrol. I had advised PCC earlier that I was in my zone, however, I did not advise PCC of my exact location and that I was out of the vehicle. I am not sure if what I did was a follow up or not, but I was not aware of any wrong doing on my part.

Date: 09-SEP-09

Signature:



21

File: 291

ONTARIO PROVINCIAL POLICE
RECEIVED

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

OCT 05 2009

ONTARIO PROVINCIAL POLICE
RECEIVED
Mail # 87790
SEP 28 2009
ETERBOROUGH COUNTY DETACHMENT

Ontario
Provincial
Police

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

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

- DOES NOT MEET REQUIREMENTS in any category, or
- NO BASIS FOR RATING for the same category for two consecutive months.

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

Probationary Constable: Badge:	PC Michael JACK 12690	Accountable Supervisor: Badge:	R FLINDALL 9740
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

1) Personal accountability - PC JACK has difficulty accepting responsibility for his actions where these actions have either been deemed inappropriate or deficient. One of the priorities of the 2008-2010 OPP Strategic Plan is effectiveness. A key strategy in achieving positive outcomes in this area is to hold ourselves accountable through ongoing evaluation in Performance Management. By showing an unwillingness to accept responsibility for his actions and blaming others, PC JACK has difficulty in learning from his mistakes in order to better prepare himself for the future.

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

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

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

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

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

6) Planning and organization -PC JACK is a very organized person. He usually comes to work with a pre-written task list. However, it is viewed that PC JACK cannot multitask. He has difficulty prioritizing calls for service as well as what needs to be done on his list.

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

7) Provincial Statutes - Although, for the most part, PC JACK has been able to identify the elements of most provincial statutes he was

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

not able to identify the elements associated with the Mental Health Act.

8) Self confidence - During this evaluation period, PC JACK has been involved in numerous situations which has required either disciplinary action or instruction on how to complete tasks properly. It has been found that PC JACK does not take criticism well and will avoid that person for a period of time.

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

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

11) Police Vehicle Operations - PC JACK was charged with a Highway Traffic Act related offence as a result of his driving behaviours. His emergency driving abilities was also called into question by a fellow officer.

12) Oral Communications - PC JACK has repeatedly used a lack of understanding of a direction given to him as an excuse as to why tasks, assignments and investigations have been completed improperly. PC JACK indicates that he understands the directions, however uses lack of understanding as a reason for not completing tasks properly.

13) Analytical Thinking - PC JACK has difficulty in envisioning cause and effect during his investigations. This is evident in PC JACK's thought process and problem solving abilities.

14) Attitudes Towards Learning - PC JACK has an obvious ability to learn but is not willing to take responsibility for mistakes or accept any disappointments. He has been found to avoid an officer that has given him negative feedback. He has also been argumentative with officers that have given him direction and states that discipline is "humiliating".

15) Self Awareness - PC JACK tends to hold grudges against those who have had to discuss issues with him that are not positive in nature towards him.

16) Teamwork - PC JACK has difficulty working within a team environment.

17) Written - PC JACK is able to complete detailed General Occurrence Reports for his investigations, however he has difficulty in preparing a concise, well written crown brief synopsis for his court prep.

18) Department - PC JACK has issues when dealing with fellow officers. He has had an incident in which a senior officer attempted to correct a problem with him and PC JACK became irate.

Coach Officer's Comments:

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

Coach Officer's
Signature:



Date:

27 SEP 09

Probationary Constable's Comments:

Probationary Constable's
Signature:

Date:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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

To be completed by Accountable Supervisor

1) Personal Accountability - Take responsibility for his own actions, learn from his mistakes and apply this to his future investigations so that these deficiencies don't happen again. Do not blame fellow officers for deficiencies identified in himself.

2) Federal Statues - PC JACK has already been made aware of the importance of reading rights to counsel, caution and applicable demands and this was rectified the next time he investigated an impaired driver. This is to be monitored by his coach officer during subsequent arrests. PC JACK should also be able to articulate the importance of rights to counsel and the various cautions and identify when each would be used.

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

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

4) Follow Up - Identify who is a key witness to form grounds for an offence, obtain the appropriate names and contact information and obtain a detailed statement of those persons account of what happened as soon as possible. PC JACK needs to be monitored to ensure this is completed at the time of the complaint so subsequent investigations don't build on top of each other for follow-up to be completed.

5) Listening Skills - PC JACK is expected to follow all instructions given by his coach officer or his Sergeant without fault. Should PC JACK require clarification on an instruction he is to speak with his coach officer first, and if they are not available, their Sergeant. Should it be known that neither would be available during any given tour of duty, a senior member is to be identified for PC JACK to seek guidance from. It is also expected that PC JACK is to be proactive and seek out guidance in the first place, and not let a matter sit without clarification.

6) Planning and Organizing - All officers working are at times required to stop what they are doing and take on a task which may be less or more important than the one they were actively working on. PC JACK needs to be able to take these tasks and work on them in an order that allows the most important to be completed and the less important to be put aside until time permits. Time management also has to be implemented to get these tasks done. PC JACK's coach officer needs to review reportable vs non-reportable calls for service and their heirarchy.

7) Provincial Statues - Review the Mental Health Act and identify to his coach officer what would be required to make an apprehension under the Mental Health Act. Other common Provincial Offence Act should also be reviewed to ensure an adequate working knowledge of each.

8) Self Confidence - Take ownership for his mistakes, discipline or instruction and use these circumstances as learning opportunities to better yourself from them.

9) Respectful Relations - See number 5 above.

10) Radio Communications - Always advise the communications center of locations of vehicles stops and when out of the vehicle. Keep an ear to the radio for his Soft ID and respond in a timely manner. Use proper radio procedure using the status buttons on the radio.

11) Police Vehicle Operations - PC JACK will be attending a police vehicle operations course with the OPP to evaluate his driving habits and capabilities.

12) Oral Communications - PC JACK is expected to request clarification on information he receives from his coach officer or supervisor in a timely manner on information he does not clearly understand. The excuse of not understanding a direction when a task is not completed properly is no longer acceptable.

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

- 13) Analytical Thinking - See #2 and #7 above.
- 14) Attitude Towards Learning - PC JACK needs to be able to accept criticism and to learn from his mistakes. His ability to do so, while maintaining respectful relations with his peers is to be monitored by his coach officer.
- 15) Self Awareness - PC JACK needs to understand that when issues are addressed with him, they are designed to be constructive in nature. Positive relations with his fellow officers need to be maintained in order to ensure a team environment on his Platoon.
- 16) Teamwork - PC JACK needs to foster positive relations with his peers on shift. He and his coach need to work on fostering these relations by including fellow officers in such things as Ride spot checks.
- 17) Written - PC JACK needs to work with his coach officer in learning how to prepare a concise, well written crown brief synopsis. All crown briefs need to be approved by his coach officer prior to being submitted to his Sergeant for review.
- 18) Department - PC JACK needs to work at understanding that officers may correct things with his work in order to improve him as an officer, and not to look at it as a personal attack against him. In doing so, he should be able to better control his emotions without causing dissention.

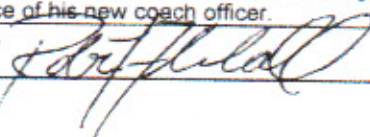
PC JACK is expected to resolve the 17 items listed above prior to the completion of his probationary period with his new coach officer. This will ensure a proper amount of time to work with his coach officer in achieving these goals.

Comments mandatory at all levels

Accountable Supervisor's Comments:

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

Accountable Supervisor's
Signature:



Date: 27 SEP 09

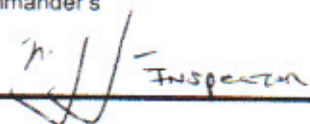
Probationary Constable's
Signature:

Date:

Detachment Commander's Comments:

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

Detachment Commander's
Signature:



Date:

28 Sep 09

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

Regional Commander's (or designate) Comments:

*CST Jack's performance is being monitored with assistance from
Career Development Bureau.*

Regional Commander's (or designate)
Signature:

D. Lee

Insp. Dave E. Lee
Manager
Staff Development and Training

Date:

0506705

RESULTS ACHIEVED

To be completed by Accountable Supervisor

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

Probationary Constable's
Signature:

Date:

Accountable Supervisor's
Signature:

Date:

Detachment Commander's Comments (mandatory):

Detachment Commander's
Signature:

Date:

Regional Commander's (or designate) Comments:

Regional Commander's (or designate)
Signature:

Date:

**Eastern Region Headquarters
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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 cursive script, appearing to read "Dave McNeely".

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

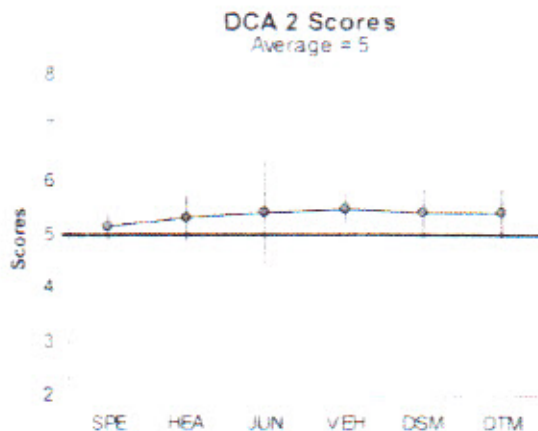
fax 613-839-0318

ON25894
18/09/2009

Michael
Jack

10052-54407-21216
DCA: 2G Auto

City: Kingston
Route: Kngs01



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 - VFH

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.



Ontario
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Police

ONTARIO RECEIVED POLICE
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PETERBOROUGH COUNTY DETACHMENT

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File: 291

PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P) REGION ORILLIA

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

ENTERED
10/14/09

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		

**4th 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 overly frustrated. He struggles with trying to put every situation into a mold or template that he can follow and then being disappointed when things don't go exactly as planned. He also places blame on the situation or individuals involved rather than accepting ownership for his own mistakes.

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

Does Not Meet Requirements

PROVINCIAL STATUTES

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

Specific example:

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

Meets Requirements

FEDERAL STATUTES

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

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.

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.

Does Not Meet Requirements

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 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.

On the stolen vehicle occurrence mentioned above, he searched police orders without difficulty to locate the necessary information to complete the call.

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 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.

Does Not Meet Requirements

<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 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 5 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 a timely manner and includes all necessary information that is required for reports utilizing electronic forms such as RMS.</p> <p>Specific example: PC Jack writes very detailed occurrence reports for the calls he attends. Aside from some minor punctuation errors at times, he rarely lacks any of the required information for the reader. He does need to be more careful with his note taking as in some cases he has not recorded important details. This has been pointed out and will be monitored. A comment cannot be made on crown brief synopsis as no new ones were completed this month.</p>	<p>Meets Requirements</p>
<p>LISTENING SKILLS</p> <p>Expresses active listening skills, accurately understands and attends to the facts and feelings of the sender. Able to clarify and re-frame the message with the sender in a professional manner.</p> <p>Specific example: PC Jack is a very attentive listener and always confirms that he understands the conversation he is having, whether it is instruction or gathering details from a complainant. In this month, there have not been issues with him understanding or completing tasks as assigned.</p> <p>On 18SEP09 at a sudden death call PC Jack did very well at gathering the information he needed from a very distraught family member. He had to deal with someone who was upset and didn't quite understand all of the police procedures.</p>	<p>Meets Requirements</p>
<p>NON-VERBAL</p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example: PC Jack continues to learn how he can impact situations without even speaking. On the very first 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.</p>	<p>Meets Requirements</p>
<p>RADIO COMMUNICATIONS</p> <p>Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.</p> <p>Specific example: PC Jack uses proper language and codes on the radio. His struggles involve the actual use of the radio. Though he continues to work at this, PC Jack seems to forget at times to update the dispatcher with what he is doing and where he is going. He also has trouble with listening to the radio when he is distracted by a conversation or task. His coach will remind him at times that he is being called and he hasn't heard because he is doing something else.</p> <p>On 18SEP09 PC Jack was dispatched to a collision and then was sent to a sudden death. PC Jack requested that another officer attend to do his first call. It was pointed out to him that if he had been listening to what his shift was doing, he would have realized that there were no other officers available as they all had their own calls already.</p>	<p>Does Not Meet Requirements</p>

COMMUNITY FOCUS	RATING
<p>COMMUNITY FOCUS</p> <p>Demonstrates a desire to help and serve others; works to discover and meet 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>	Meets Requirements
<p>VALUING DIVERSITY</p> <p>Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.</p> <p>Specific example:</p>	Meets Requirements

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 he was unable to do.</p>	Does Not Meet Requirements
<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</p>	Does Not Meet Requirements

<p>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 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 their belongings alone without being able to ensure they didn't take the homeowners' property. He blamed his lack of judgement on other officers he worked with saying he thought he had seen them do that before at a stand by. When he was asked to explain the circumstances of that call, it was clear that it was not a similar incident and he agreed that the details were different.</p>	<p>Does Not Meet Requirements</p>
<p>FOLLOW-UP ORIENTATION</p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

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

PERSONAL ACCOUNTABILITY

Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.

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.

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.

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.

Does Not Meet Requirements

PLANNING & ORGANIZING

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

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.

Meets Requirements

FLEXIBILITY

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

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.

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.

Does Not Meet Requirements

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

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

Specific example:

Meets Requirements

RESPECTFUL RELATIONS

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

Specific example:

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

Does Not Meet Requirements

SELF-CONFIDENCE

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

Specific example:

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

On 02OCT09 at a family dispute call, PC Jack got to a point in the investigation that it was clear that he did not know what to advise that complainant. Instead of admitting to the complainant that he didn't know what to do, he continued to attempt to resolve things by giving 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 trust of the public.

Does Not Meet Requirements

<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:

[Handwritten Signature]

Date:

13 OCT 09

Coach Officer Comments:

PC JACK HAS IMPROVED IN SOME AREAS BUT NEEDS TO FOCUS ON SEVERAL OTHERS TO CORRECT HIS DEFICIENCIES

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

[Handwritten Signature] #10517

Date:

08 OCT 09

Accountable Supervisor's Comments (Mandatory):

Cst. JACK's limited progress has been well documented by his coach officer. I have had an opportunity to discuss identified issues in Constable JACK's development with him and Cst. NIE regularly. There are a number of concerns that Cst. JACK must address. He will be assisted in doing so but must show the initiative and desire to overcome them.

Accountable Supervisor:

[Handwritten Signature] P. J. BUTORAK

Accountable Supervisor's Signature:

[Handwritten Signature]

Date: 08 Oct 09

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:

[Handwritten Signature] Campbell

Detachment Commander's Signature:

[Handwritten 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)

Issues and concerns noted.

Regional Commander (or designate):
Manager
Staff Development and Training

Regional Commander's (or designate)
Signature: *[Signature]*

Date: *23 Oct 09*

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: <i>THE ABOVE IDENTIFIED AREAS ARE THOSE THAT REQUIRE IMPROVEMENT</i>	
Coach Officer's Signature: <i>[Signature]</i> #10517	Date: <i>08 OCT 09</i>
Probationary Constable's Comments:	
Probationary Constable's Signature: <i>[Signature]</i>	Date: <i>13 OCT 09</i>

**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 then 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:	
<i>Cst. Jack needs to address these issues promptly</i>	
Accountable Supervisor's Signature:	Date:
<i>[Signature]</i> Sgt 6901	08 OCT 09
Probationary Constable's Signature:	Date:
<i>[Signature]</i>	13 OCT 09
Detachment Commander's Comments: <i>I concur with the plan</i>	
Detachment Commander's Signature:	Date:
<i>[Signature]</i> 3155+6345	08 OCT 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

RESULTS ACHIEVED


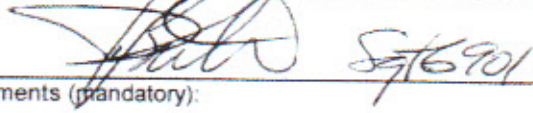
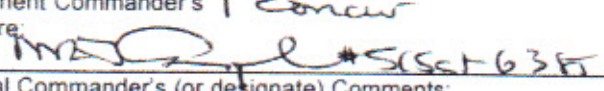
To be completed by Accountable Supervisor

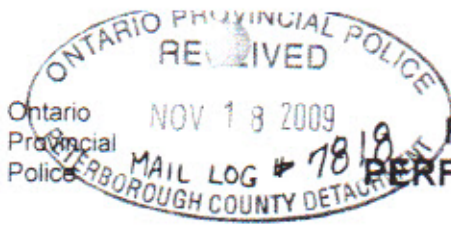
- (1) Listening Skills - PC Jack has followed all directions as assigned by his new coach officer and Sergeant.
- (2) Follow-Up Orientation - PC Jack has not shown any concerns in this area. He appears to keep his work up to date.
- (3) Planning & Organizing - PC Jack is very organized individual. The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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

Probationary Constable's Signature: 	Date: 13 OCT 09
Accountable Supervisor's Signature:  S/16901	Date: 08 Oct 09
Detachment Commander's Comments (mandatory):	
Detachment Commander's Signature:  S/1635	Date: 08 OCT 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:



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**PROBATIONARY CONSTABLE
 PERFORMANCE EVALUATION REPORT
 (PCS-066P)**

CENTRAL REGION ORILLIA

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

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	
**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 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.

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".

Does Not Meet Requirements

PROVINCIAL STATUTES

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

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.

Meets Requirements

FEDERAL STATUTES

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

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.

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

Does Not Meet Requirements

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 if 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, hearing, 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>

FLEXIBILITY

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

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.

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.

Does Not Meet Requirements

INTERPERSONAL ATTRIBUTES	RATING
INTEGRITY	Meets Requirements
RESPECTFUL RELATIONS	Does Not Meet Requirements

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

Specific example:

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

Specific example:

PC Jack 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.

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>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: *SEE ATTACHED*

Employee's Signature: <i>[Signature]</i>	Date: <i>18 NOV 09</i>
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Coach Officer Comments: *DUE TO THE NUMBER OF CATEGORIES THAT STILL REQUIRE IMPROVEMENT, I AM NOT RECOMMENDING PC JACK FOR PERMANENT STATUS AT THIS TIME.*

Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category): <i>[Signature] #10517</i>	Date: <i>10 NOV 09</i>
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Accountable Supervisor's Comments (Mandatory): *Off Jack is overwhelmed by the number of categories requiring improvement. He has been given ample opportunity to address this. He is trying but I cannot support permanency at present.*

Accountable Supervisor: <i>[Signature]</i>	Accountable Supervisor's Signature: <i>[Signature]</i>	Date: <i>13 NOV 09</i>
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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. I do not recommend him for permanent status at this time.

Detachment Commander: <i>CAMPBELL M RJ</i>	Detachment Commander's Signature: <i>[Signature]</i>	Date: <i>10 Nov 09</i>
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- Instructions:**
 At the conclusion of each evaluation period:
- Forward the completed and signed ORIGINAL document to Region/Bureau for signatures and tracking purposes.

Regional Commander (or designate)

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)
Signature:

Date:

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: *PC JACK HAS SEVERAL AREAS THAT STILL REQUIRE WORK TO MEET STANDARDS*

Coach Officer's *[Signature]* #10517

Date: 10 NOV 09

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

Signature: 	
Probationary Constable's Comments:	
Probationary Constable's Signature: 	Date: 18 NOV 09

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

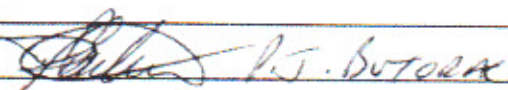


To be completed by Accountable Supervisor

- (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 than 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**


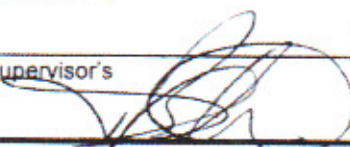
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Comments mandatory at all levels

Accountable Supervisor's Comments:	
Accountable Supervisor's Signature: 	Date: 13 NOV 09
Probationary Constable's Signature: 	Date: 18 NOV 09
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:  J/S H6355	Date: 10 Nov 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	
Date:	

RESULTS ACHIEVED
<i>To be completed by Accountable Supervisor</i>
(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: 18 NOV 09
Accountable Supervisor's Signature: 	Date: 13 NOV 09

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

Detachment Commander's Comments (mandatory): <i>Please keep working to meet plan goals.</i>	
Detachment Commander's Signature: <i>[Signature]</i>	Date: <i>19 Nov 09</i>
Regional Commander's (or designate) Comments: <i>Noted.</i>	
Regional Commander's (or designate) Signature: <i>[Signature]</i>	Date: <i>14 Dec 09</i>

Re: Probationary Constable Performance Evaluation Report (PCS-066P)

JACK, Michael, Badge # 12690

Report Month: 10

Evaluation period: 09 October 2009 to 09 November 2009

Federal Statutes

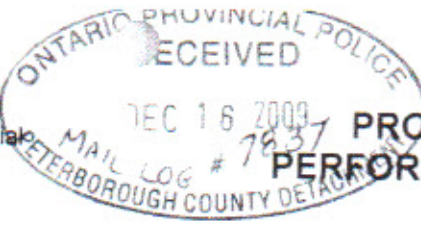
Rating: Does Not Meet Requirements

At no point in time did I approach the vehicle. I stayed with the other officer on the road to back him up when he was speaking with the 3 youths while PC Nie went down the ditch and examined the vehicle. I did not indicate that I had noticed the smell of the burnt marijuana because I never detected the odor of the burnt marijuana in the first place. Firstly, I did not approach the vehicle and secondly I had a cold at the time and had a severe nasal congestion. I therefore could not have smelled marijuana from the distance.

Date: 14-NOV-09 Signature: *Man*



Ontario
Provincial
Police



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PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

File 291

CENTRAL REGION ORILLIA

Probationary Constable Category (select one):	<input checked="" type="checkbox"/> 4 th Class Constable, Probationary Status	Report Month: 11
	<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: 09NOV09	End:	09DEC09
Probationary Period Start Date*	(DD/MM/YY) 09JAN09		

**4th 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.

Handwritten signature: W. Hines, Peterborough, Ont. County Det.

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 has always shown a desire to learn. He has yet to change from trying to put every situation into a mold or template that he can follow. Unfortunately, as a result of this he continues to get disappointed when things don't go exactly as planned.</p> <p>On 09NOV09 PC Jack was processing a male party that he had arrested for impaired driving. After the breath tests had been completed but prior to release, the accused asked if he could lie down in the cells. PC Jack was unable to make the decision himself and asked his coach officer for permission. PC Jack then allowed the accused to go into the cells and lie down without removing his jacket, belt, or shoes with laces. When this was pointed out to him, PC Jack said something about already searching the accused when he had arrested him. As is evident from this example, PC Jack continues to make mistakes on basic tasks and has not learned from these mistakes.</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. He has made traffic stops and laid the appropriate charge when required.</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 have a working knowledge of the offences that he encounters. He still has difficulty converting that book knowledge into practice on the road. He continues to be very hesitant with making a choice on how to proceed with a course of action.</p>	<p>Does Not Meet Requirements</p>

On 10NOV09 PC Jack attended a family dispute call. A son of the complainant was on probation for domestic assault had gotten into a fight with his grandpa, then came to the family residence and was arguing with his father and brothers. PC Jack spoke with the involved parties – he removed the father from the kitchen (more like a suspect than a victim) and then spoke with him in living room. After he was done, PC Jack sat for a minute and then asked the father's permission to speak with his coach officer. The father appeared very confused as to why PC Jack would ask this. At no point did PC Jack ask about the status of the grandpa and whether or not he was injured. Upon going outside to discuss PC Jack advised he was going to arrest the male for breach of probation for not keeping the peace. This was concerning to his coach officer as PC Jack had just been reprimanded for doing the exact same thing on his previous shift. He had been given direction about not laying this type of charge as the courts would not proceed with them. PC Jack was asked how he could be doing this again with the same charge – he was asked if he hadn't learnt something from the previous call and said he needed to think for a moment. It was clear that PC Jack was uncertain what to do with the occurrence. His coach officer had to tell him his options and then have him decide. PC Jack also told the father that they could have a no alcohol condition placed on their son. His coach told PC Jack that he needed to correct this statement because he had told them incorrect information. PC Jack denied saying it this way but just prior to leaving the father asked how they could get the condition added that PC Jack had talked about – PC Jack's coach explained to the complainant that the information was incorrect and they apologized.

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. He has no trouble utilizing the computer based programs that used on a day to day basis.

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 is a very nervous driver and lacks confidence with his decision making while driving. He drives safely but causes concern with some of his habits.

On 24NOV09 PC Jack completed his remedial driving sessions with Sergeant Kent Taylor, the Driver Training Coordinator. As a result of these sessions, Sergeant Taylor stated he is satisfied that PC Jack is capable of driving OPP vehicles in a safe and professional manner.

Meets 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 done a good job at showing improvement in this category in his attempts to

Meets Requirements

increase his enforcement totals. He is willing to participate in RIDE and seatbelt checks, and takes note of the directed patrol boards for specific problem areas. During this period, PC Jack wrote 7 provincial 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 has not shown improvement in this area. He speaks professionally to others however still needs to work on sorting through the information he is given. He needs to focus on asking more detailed questions in order to get the answers he needs. His use of templates for questioning has caused 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 28NOV09 PC Jack was stopped along the side of County Road 6 when an elderly male parked behind him and approached PC Jack on the drivers side. The male advised that he had seen PC Jack pull out of Little Chipmunk Drive and that he had friends who are in Florida and he looks after their house. He wanted to make sure the police weren't at their home for something that was wrong. PC Jack was trying to tell the male to move in front of the cruiser for his safety but the male did not understand and continued with his story. It was clear that everything was fine and the male started to walk back to his car when PC Jack told him to wait so he could talk him. His coach officer told PC Jack that everything was fine and PC Jack said he didn't have all the details about what was going on. His coach officer told PC Jack to just let the male leave but PC Jack proceeded to exit the cruiser – he came back shortly and said that he just wanted to move the male between or in front of the cars because it was safer as he had been taught. His coach agreed that this was correct however because he was unable to explain what he wanted in the first place to the man, the man had already given PC Jack all the information. PC Jack had made the situation worse – in 20 seconds his coach explained to PC Jack everything that the man said. PC Jack had not heard any of this because he was so focussed on trying to have the man move instead of ending the whole situation quickly.

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 has improved.

On 08DEC09 PC Jack attended a domestic dispute call. As a result of the call a male party was arrested and held for a bail hearing. PC Jack did good job at writing the crown brief synopsis - SP09276374.

Meets Requirements

<p>LISTENING SKILLS</p> <p>Expresses active listening skills; accurately understands and attends to the facts and feelings of the sender. Able to clarify and re-frame the message with the sender in a professional manner.</p> <p>Specific example: PC Jack pays very close attention to people when he is listening to their responses and instructions. His difficulties are still discussed under Oral where he still has trouble putting the information together into something useful and then repeating it to others.</p> <p>On 16NOV09 PC Jack attended an address in Apsley to assist at a domestic dispute call. He assisted the investigating officer by taking a detailed statement and ensured the victim was being looked after appropriately -SP09266064.</p>	<p>Meets Requirements</p>
<p>NON-VERBAL</p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example: On 02DEC09 PC Jack attended a motor vehicle collision and assisted with traffic control at the scene. He did a good job at remaining calm in a situation involving a school bus full of children. Though none were injured seriously, the children were all standing on the side of the highway. PC Jack was aware that maintaining a calm demeanour was important to keep the children calm - SP09278848.</p>	<p>Meets Requirements</p>
<p>RADIO COMMUNICATIONS</p> <p>Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.</p> <p>Specific example: PC Jack has no trouble using the proper codes and pays close attention to how he speaks on the radio. His troubles begin when he is 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 24NOV09 and 02DEC09 while at busy collision scenes, at times PC Jack missed responding to calls from his dispatcher while in the process of completing other tasks.</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>

VALUING DIVERSITY

Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.

Specific example:

PC Jack is aware of both reserves located within Peterborough County and has been willing to assist or back-up at any call he is dispatched to on the reserves. He has worked effectively with officers from other forces or jurisdictions as well as the people they deal with regularly.

Meets Requirements

PROBLEM SOLVING SKILLS**RATING****DECISIVE INSIGHT**

Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.

Specific example:

This category has shown no improvement as well. The comments from previous months 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.

On 13NOV09 PC Jack had a vehicle approach him within his lane of traffic. PC Jack appeared very nervous, he recognized the car was in his lane but just moved over and let it go by. It was like he knew he wanted to do something but couldn't decide what to do. His coach officer told him to turn around immediately and stop the vehicle. While doing this his coach officer noticed the car turn into a driveway. This was pointed out to PC Jack and he made a turn directly towards the ditch, about 150ft short of the driveway. When the cruiser tires touched the gravel shoulder PC Jack stopped, then drove up the shoulder until he reached the driveway.

Does Not Meet Requirements

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 23NOV09 PC Jack came upon a disabled motor vehicle on County Road 2. PC Jack stopped to ask the driver if she was okay and she stated she had someone coming. PC Jack did not make any inquiries about the vehicle or what she was stopped for, just drove away. It was explained by his coach officer that the situation could now result in an abandoned vehicle. Checks later in the day revealed that the vehicle was in fact abandoned. This could have been prevented had some basic questions been covered off and thought through at the time.

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.

The example used under Federal Statutes is applicable in this category as well. Though he

Does Not Meet Requirements

knew from one shift prior that he was not to follow one course of action, PC Jack chose to use the exact same course of action again. PC Jack gave incorrect information and advice to the complainant, and also waited for his coach officer to provide the solution to him.

FOLLOW-UP ORIENTATION

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

Specific example:

PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He still approaches his coach before each shift with a list of things he needs to do or is working on.

Meets Requirements

LEADERSHIP ATTRIBUTES

RATING

INITIATIVE

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

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.

Meets Requirements

PERSONAL ACCOUNTABILITY

Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.

Specific example:

PC Jack willingly admits to having problem areas and understands the identified concerns. However, he still has trouble accepting personal ownership for them. At first he would blame another officer, then he would suggest that 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 many things at once and that is why things fall apart.

Does Not Meet Requirements

PLANNING & ORGANIZING

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

Specific example:

The comments from previous months 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 still has trouble prioritizing his calls and tasks while at them.

Meets Requirements

FLEXIBILITY

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

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.

On 19NOV09 PC Jack met with Sergeant Butorac and his coach officer for a progress review. PC Jack discussed some of his struggles and advised that he felt he would be fine if he was by himself and not under the pressure of being with his coach. It was re-iterated to him that stress and pressure were parts of the job and he needed to be able to perform under these situations as well. PC Jack commented how he forwards emails and work to his house so he can work on them without distraction claiming that there is always too much going on around him at the office and pressure to be out on the road. The example mentioned under Decisive Insight is useful here as well - when things got stressful in that situation, PC Jack drove the cruiser directly towards the ditch as opposed to the driveway of the residence.

On 24NOV09 PC Jack attended a collision scene in which a truck had gone off the road into a ditch. PC Jack advised he wanted to gather all the information and that he had all the documents. He was told to go sit in the cruiser and complete forms while his coach would assist with removal of vehicle. He was also told to call the sergeant in regards to the ministry of environment (MOE). After some time, he was checked on by his coach officer for an update. PC Jack advised that the MOE had called but he told them to call back as he had no information and was busy with statements. His coach officer confirmed with him that he already knew about the spill as they had discussed this prior to him starting his reports. PC Jack and his coach officer then switched spots so PC Jack could be near the actual scene. PC Jack was indecisive with what he needed to do and claimed he misunderstood instructions on where to park cruiser to the block road, etc. He was also talked to about why he wouldn't interrupt his coach to change positions as the MOE call was more important than a witness statement.

Does Not Meet Requirements

INTERPERSONAL ATTRIBUTES	RATING
INTEGRITY	Meets Requirements
Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.	
Specific example:	
On 09NOV09 PC Jack arrested a male party for impaired driving. He read the accused his Rights to Counsel and Caution and did so in an appropriate time frame.	
RESPECTFUL RELATIONS	Does Not Meet Requirements
Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.	
Specific example:	
PC Jack 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. His biggest challenge has been with information sharing and trust.	
On 19NOV09 PC Jack had a meeting with Sergeant Butorac and his coach officer.	

<p>In this meeting PC Jack advised that he had concerns over what was being written for examples in evaluations. He advised that perhaps examples were being used that he didn't agree with in order to protect against any future problems. PC Jack felt that all examples were negative and positive things were not documented enough. He was assured that only his interests were at hand in both his Sergeants and coaches attempts to help him pass.</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 struggles with this though because he is afraid of making a mistake.</p> <p>On 27NOV09 PC Jack conducted a traffic stop on County Road 8. There was a motor vehicle that was driving 55km/h in an 80km/h zone for over 5 minutes. His coach officer observed the vehicle to be weaving as well. It took all this time for PC Jack to then ask if he should stop the vehicle. PC Jack was told that it would have been stopped 5 minutes ago if his coach officer was driving.</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>

APPEARANCE

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

Specific example:

PC Jack always maintains his uniform and equipment in top condition.

Meets Requirements

COMMENTS AND SIGNATURES**Evaluation Meeting**

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

Employee's Comments:

Employee's Signature: *W. Jack*

Date:

14-DEC-09

Coach Officer Comments: THOUGH PASSING HIS POLICE VEHICLE OPERATIONS CATEGORY, PC JACK STILL HAS 11 CATEGORIES THAT DO NOT MEET REQUIREMENTS.

Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category): *Richard M. #10517*

Date:

14 DEC 09

Accountable Supervisor's Comments (Mandatory):

I am disappointed to see such limited improvement despite Cst Jack's willingness to succeed. To this end, despite his efforts, he seems unable to defeat these hurdles.

Accountable Supervisor:

Accountable Supervisor's Signature: *[Signature]*

Date:

14 Dec 09

Detachment Commander

Comments (Mandatory):

I concur with both the Coach & Sergeant's comments. PC JACK has been provided direct supervision and the opportunity to improve in a number of categories throughout his probation period. Improvement has not occurred. Not recommended for permanent status.

Detachment Commander:

M. Reynolds A/INSR

Detachment Commander's Signature: *[Signature]*

Date:

14 DEC 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.

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

PC JACK REQUIRES IMPROVEMENT IN 11 CATEGORIES TO MEET STANDARD

Coach Officer's Signature:

Richard Nie #10517


Date:

14 DEC 09

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

Probationary Constable's Comments:

Probationary Constable's
Signature:



Date:

14-DEC-09


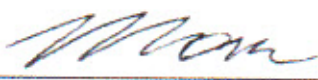
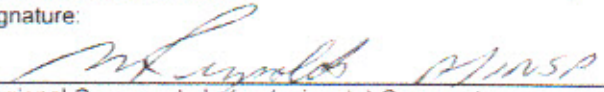
ACTIONS/STEPS TAKEN TO CORRECT PERFORMANCE DEFICIENCIES: (specify time frame to compete)

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) 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.
- (4) 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.
- (5) 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.
- (6) 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.
- (7) 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.
- (8) 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.
- (9) 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.
- (10) 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.
- (11) 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**

Comments mandatory at all levels

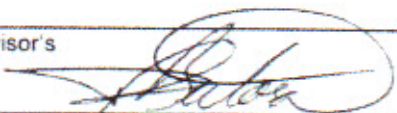

Accountable Supervisor's Comments: <i>The number of criticisms requires improvement is insignificant. PC Jack must pass his abilities & judge his likelihood of achieving them seriously. He has no backup support.</i>	
Accountable Supervisor's Signature: 	Date: 14 DEC 09
Probationary Constable's Signature: 	Date: 14 DEC 09
Detachment Commander's Comments: <i>PC Jack has not met the core areas of his work improvement plan as expected. PC Jack was provided support through his supervisor & coach in order to achieve his zone of "meeting" in all categories.</i>	
Detachment Commander's Signature: 	Date: 14 DEC 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	

RESULTS ACHIEVED

To be completed by Accountable Supervisor

(1) Police Vehicle Operation - PC Jack successfully completed his remedial driver training with Sergeant Kent Taylor.

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): <i>PC Jack has not met basic expectations of a probationary officer not due to lack of support by detachment personnel.</i>	
Detachment Commander's Signature: 	Date: 14 DEC 09

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate) Comments:

1 to Lt Jack resigned effective 15 Dec 09

Regional Commander's (or designate)

Signature:

[Handwritten Signature]

Date:

31 Dec 09

Ontario
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Police
provinciale
de l'Ontario



Career Development Bureau
Bureau de l'avancement professionnel

777 Memorial Ave
Orillia ON L3V 7V3

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Reference No/N° de dossier: 291

December 09, 2009

MEMORANDUM TO:

PROBATIONARY CONSTABLE JACK
PETERBOROUGH COUNTY, DE FACHMENT

Re: Notice of Proposed Release from Employment

This memorandum will serve as notice to you that a recommendation has been made that you be released from employment from the Ontario Provincial Police. You will be released from employment pursuant to subsection 37 (2) of the Public Service of Ontario Act.

The recommendation for your release from employment is based on your failure to meet the requirements of the position as a Probationary Constable based on unsatisfactory work performance. On August 25, 2008, you acknowledged and signed the attached form, Performance and Conduct Requirements of a Probationary Constable

You have the opportunity to prepare a written submission or to meet with Chief Superintendent Armstrong at Central Headquarters at 1330 hours on December 15, 2009, before a decision is made. To assist Chief Superintendent Armstrong in his decision relating to your employment status, I will provide him with a copy of this memorandum and attached documentation.

If the recommendation is accepted, you will be released from employment pursuant to subsection 37(2) of the Public Service of Ontario Act.

Please advise Staff Sergeant Colleen Kohen in writing, by 0900hours on December 14, 2009, as to which option, if any, you wish to exercise. If you choose not to make a submission, the final decision will be based on the information in this memorandum and the attached documentation.

You have the right to have a representative of the Ontario Provincial Police Association present at the meeting.

Mary Silverthorn
A Bureau Commander

c. OPPA

C Supt. Mike Armstrong, Regional Commander - Central Region



Ontario Provincial Police
Peterborough County Detachment
P.O. Box 477
453 Lansdowne St. East
Peterborough, ON K9J 6Z6

Police provinciale de l'Ontario
Détachement du comté de Peterborough
C.P. 477
453, rue Lansdowne Est
Peterborough ON K9J 6Z6

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

Safe Communities ... A Secure Ontario
Les collectivités sécuritaires, la sûreté pour l'Ontario

Facsimile Cover Page
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Date:	14 Dec 08
To/Destinataire:	Insp Lee
Company/Organisation:	Central Region H.Q.
Facsimile/Télécopieur:	
From/Expéditeur(trice):	A/Insp Mike Reynolds
Number of pages (including cover)/ Nombre de pages (y compris celle-ci):	16
Subject/Sujet:	PC JACK - evaluation "11"

Message:

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P. 002
31

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de l'Ontario



Central Region Headquarters
Région du Centre

777 Memorial Ave.
Orillia ON L3V 7V3

777, ave Memorial
Orillia ON L3V 7V3

Tel: (705) 329-7400

Fax: (705) 329-7407

File Reference: 260

December 15, 2009

WIN 393080

MEMORANDUM TO:

**CHIEF SUPERINTENDENT MIKE ARMSTRONG
REGIONAL COMMANDER
CENTRAL REGION**

Re: Resignation from the Ontario Provincial Police

I wish to inform you that I am resigning from the Ontario Provincial Police effective today's date.

I had been posted to Peterborough County Detachment, Central Region.

If you require further information, I can be contacted at (705) 740-5765.

Michael Jack
Probationary Constable
Badge #12690

16 Dec. 2009

S/S at 1400

Colleen Kohan
Staffing Officer
OPP Human Resources Bureau