

**From:** Taylor, Kent (JUS)  
**Sent:** October-14-09 2:50 PM  
**To:** Jack, Michael (JUS)  
**Cc:** Butorac, Peter (JUS); Nie, Richard (JUS); Kohen, Colleen (JUS)  
**Subject:** Driver Training

Michael

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

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

I'll look forward to seeing you there.

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

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

[REDACTED]

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**From:** Campbell, Ron (JUS)  
**Sent:** August-28-09 1:55 PM  
**To:** McNeely, Dave (JUS)  
**Cc:** Kohen, Colleen (JUS); Johnston, Mike P. (JUS); Flindall, Robert (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS)  
**Subject:** Driving Test

Dave I only gave his first day back as I thought the sooner the better. Here are some more dates.

Mike is on days 10 Sep 09 as well and then on nights for two weeks. I propose that either on a day shift he be scheduled for 1:15 pm start time or the first night shift when he is on nights so he can work a modified shift. So weekdays it could be 14, 18, 23 Sept. Each is a first night shift or he works days 28, 29 Sept and days 2nd and 3rd and 7th of Oct. He has court on the 8th of Oct which would put this day out. Should you need dates further along let me know. Tks Ron.

Ron, I drove my route and with some minor changes I can complete an assessment. If you give me some more dates - I can check and see if the car we use is available and set up something that works for you guys. We use a malibu - unmarked - has extra brakes / gas on the passenger side. We try to avoid the busy times on the route (rush hours) - so morning drives done at about 9:15 / 9:30 ( avoid lunch hour ) or in the afternoon start about 1:15 / 1:30 (finish before 4:00 pm) Your officer would have to drive to Kingston - meet me at a local Tims - complete some paper work - leave his car in a parking lot ( plain car best) - previously a coach officer drove the candidate down as all they had was marked unit. Must be in plain clothes - do not want police identifiers...affects other traffic / times when other traffic gets "ticked" off at the assessment drivers...challenging course route. The whole drive / assesement takes approximately 2 hours to complete once we start. Dave 503-4561

**From:** Costello, Audrey (JUS)  
**Sent:** December-01-09 1:59 PM  
**To:** Kohen, Colleen (JUS)  
**Subject:** FW:

*Audrey Costello*  
*Staffing Advisor*  
*Staffing & Workforce Planning Unit*  
*Career Development Bureau*  
*Ph: 613-284-4577*  
*Vnet: 503-4577*  
*Cell: 613-285-7016*  
*Fax: 613-284-4597*

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**From:** Kohen, Colleen (JUS)  
**Sent:** December 1, 2009 1:56 PM  
**To:** Costello, Audrey (JUS)  
**Subject:**



Blueberry Blaine  
Photo Book Final...

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



**ONTARIO PROVINCIAL POLICE  
CAREER DEVELOPMENT BUREAU  
CORPORATE SERVICES**

**INTERNAL BRIEFING REPORT**

**ISSUE:** Release from employment: Probationary Constable Michael Jack

**BACKGROUND:**

- Probationary Jack started with the OPP on August 25, 2009 and upon graduation started his probation period on January 09, 2009.
- Prob. Jack is posted to Peterborough County, Central Region.
- Month 1 and 2 (09 Jan to 09 Mar) which is a combined performance review. Prob. Jack had 3 sub categories where he did not meet requirements: Police Vehicle Operation, Radio Communication and Flexibility. The work improvement plan was not given to him until April 15, 2009 which was one month after the fact.
- Month 3 (09 Mar to 9 Apr) performance review, Prob. Jack was meeting the requirements on his performance review.
- Month 4 (09 Apr to 09 May) performance review, Prob. Jack was meeting requirements on his performance review.
- Month 5 (09 May to 09 Jun) performance review, Prob. Jack was meeting requirements but his performance review was given to him on August 16, 2009 which was two months after the fact.
- Month 6 and 7 which is a combined performance review ( 09 Jun to 09 Aug ) Prob. Jack had 10 sub categories where he was not meeting the requirements:: Provincial Statutes, Federal Statutes, Listening Skills, Radio Communication, Resolution, Follow up, Personal Accountability, Planning and Organizing, Respectful Relations and Self Confidence. This performance review was given to him on the August 20, 2009 and he refused to sign it.
- Month 8 performance review ( 09 Aug to 09 Sept) Prob. Jack had 17 sub categories where he was not meeting the requirements: Attitude Towards Learning, Provincial Statutes , Police Vehicle Operations, Oral and Written Communication, Listening Skills, Radio Communication, Analytical Thinking, Resolution, Follow Up, Personal Accountability, Planning and Organizing, Respectful Relations, Self Confidence ,Team Work, Self Awareness and Deportment. This performance review was given to Prob. Jack on September 11, 2009. He refused to sign the performance review but later on the September 25, 2009 provided comments.( Attached)

- Staff Sergeant Kohen became involved with Detachment on August 27, 2009 since that time several conference calls with Detachment members and Region have occurred. As a result Prob. Jack coach officer and platoon was changed which is reflective in his 9 month performance review.
- Month 9 performance review ( 09 Sept to 09 Oct) Prob. Jack had 13 sub categories where he did not meet requirements: Attitude Towards Learning, Fed Statutes, Police Vehicle Operations, Traffic Enforcement, Oral Communication, Radio Communication, Decisive Insight, Analytical Thinking, Resolution, Personal Accountability, Flexibility, Respectful Relations and Self Confidence. This performance review was given to Prob Jack on the October 13, 2009. Prob. Jack did sign this performance review. On September 18, 2009 Prob. Jack completed a " Driver Competency Assessment with Sergeant McNeely, East Region (Report attached)
- Month 10 performance review ( 09 Oct to 09 Nov ) Prob. Jack had 12 sub categories where he did not meet requirements: Attitude Towards Learning, Fed Status, Police Vehicle Operations, Oral Communication, Radio Communication, Decisive Insight, Analytical Thinking, Resolution, Personal Accountability, Flexibility, Respectful Relations and Self Confidence. This performance review was given to Prob Jack on the November 14, 2009 and Prob. Jack did sign this performance review and only provided comments on a disagreed with the sub category of Federal Statutes. This member was not recommended for permanent status and advised to keep working on the areas with his coach officer in conjunction with the Work Improvement Plan that had been created. During this review period Prob. Jack attended two additional driving assessments with Sergeant Kent Taylor from the Academy.
- On November 12, 2009, a conference call was held with Staff Sergeant Kohen, coach officer Constable Rich Nie, Detachment Sergeant Peter Butorac, Detachment Commander Ron Campbell and Central Region Command Staff Superintendent Hugh Stevenson. Central Region is supporting the release from employment of Prob. Jack.
- On November 23, 2009 Staff Sergeant Kohen consulted with Legal Branch Ms. Chris Donszelmann and provided her an overview of Prob Jack's performance of the last 10 months. Legal Branch supports the recommendation of releasing Prob. Jack from employment as a result of failure to meet the requirements of his position based on unsatisfactory work performance.
- On the 30 November, 2009, Detachment members have submitted to Staff Sergeant Kohen a chronology overview of the last 10 months of Prob Jack at Peterborough Detachment. ( Attached)

**PROPOSED DIRECTION:**

- Release Probationary Jack from employment as a result of failure to meet the requirements of his position based on unsatisfactory work performance.
- Probationary Jack signed the *Performance and conduct requirements of a probationary constable letter which outlines the expectations of each member during his/her probation period( Attached)*

**CONSULTATION RECORD:**

Superintendent Hugh Stevenson, Director of Support Services, Central Region

Inspector Dave Lee, Staff Development & Training, Central Region

Staff Sergeant Ron Campbell, A/Inspector Detachment Commander, Central Region

A/Superintendent Sandy Thomas, A/Director of Human Resources, Career Development Bureau

Ms. Chris Donszelmann, Legal Service Branch

- Recommendation Approved**
- Recommendation Approved/Amended**
- Recommendation Denied**

\_\_\_\_\_  
**Commissioner/Provincial Commander**

\_\_\_\_\_  
**Date**

**From:** Lee, Dave E. (JUS)  
**Sent:** August-31-09 5:28 PM  
**To:** Kohen, Colleen (JUS)  
**Subject:** Fw: Cst Jack

Colleen:

PSB advises that the issuance of a PON will not result in an internal investigation.

Dave

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

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**From:** Grimmert, Vi (JUS)  
**To:** Lee, Dave E. (JUS)  
**Sent:** Mon Aug 31 16:03:28 2009  
**Subject:** Peterboro

No internal for issue of PON. Keep me posted on the other issue.

*V.M. (Vi) Grimmert  
Acting Sergeant Major #6150  
Investigations Section  
Professional Standards Bureau  
Ontario Provincial Police  
705/329-6066  
705/330-6630 (cell)  
705/329-6050 (fax)*

**From:** McNeely, Dave (JUS)  
**Sent:** September-09-09 9:52 AM  
**To:** Campbell, Ron (JUS); Postma, Jason (JUS); Jack, Michael (JUS); Butorac, Peter (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS); Taylor, Kent (JUS)  
**Cc:** Lungstrass, Chris (JUS)  
**Subject:** FW: Driving Assessment.....FRIDAY 18 Sept 2009 - Kingston

DATE SHOULD BE 18 SEPT 09 - FRIDAY

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**From:** McNeely, Dave (JUS)  
**Sent:** September 9, 2009 9:31 AM  
**To:** Campbell, Ron (JUS); Postma, Jason (JUS); Jack, Michael (JUS); Butorac, Peter (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS);  
**Cc:** Lungstrass, Chris (JUS); Taylor, Kent (JUS)  
**Subject:** RE: Driving Assessment.....Thursday 10 Sept 2009 - Kingston

Hello everyone,

Have Mike drive to Kingston - 401 to Hwy 15 - plain clothes / plain car - go south on hwy 15 to Tim Hortons - have lunch - call me on cell 613-217-7294 once he is done and I will meet him at Tims. ( if you want to eat elsewhere there are numerous restaurants if you get off at Division Street - south - Pizza hut / Swiss Chalet / East Sides / Harveys etc)

I will still meet you at hwy 15 Tims. Idea is to be comfortable for the assessment. No sun glasses for the drive. It should take 1.5 to 2 hrs. We can start any time after 1230 - by the time we get driving the lunch crowd should be gone.

We will complete paper work at the parking lot - move your car down to the base - arrange to leave it there. Then we will take the car we use - Malibu - and drive to the start of the assessment course.... Gets you used to the vehicle / way we give directions etc....

If there is anything else call me or email

Dave  
503-4561

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**From:** Campbell, Ron (JUS)  
**Sent:** September 8, 2009 12:01 PM  
**To:** McNeely, Dave (JUS)  
**Cc:** Jack, Michael (JUS); Postma, Jason (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)  
**Subject:** RE: Driving Assessment.....Thursday 10 Sept 2009 - Kingston

Dave the 18th is fine. Mike you will need to start at 1000hrs this date so you can drive to Kingston for the assesment. The black plain car will be made available. Sgt McNeely will forward to you and your Acting Sgt Jason Postma the directions and confirmation of the 18 Sep 09. I beleive the driving assesment will begin at 1330hrs. Ron

Jason you will need to ammend the schedule. Ron

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

**From:** McNeely, Dave (JUS)  
**Sent:** Friday, September 04, 2009 3:46 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** FW: Driving Assessment.....Thursday 10 Sept 2009 - Kingston  
**Importance:** High



Ron - sorry about this - HSD tasked us (me) with a financial project for our units - it will take all of next week to complete. The next date you guys had was Friday 18th - let me know if that is still good.

Dave

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**From:** Lungstrass, Chris (JUS)  
**Sent:** September 4, 2009 1:20 PM  
**To:** Campbell, Ron (JUS); McNeely, Dave (JUS); Postma, Jason (JUS); Nie, Richard (JUS)  
**Cc:** Johnston, Mike P. (JUS); Lee, Dave E. (JUS)  
**Subject:** RE: Driving Assessment.....Thursday 10 Sept 2009 - Kingston  
**Importance:** High

Ron,

My apologies for having to do this, but we need to postpone this for a week or so please. Sgt McNeely wears many hats around here and we've had a bit of a crisis arise today that will require his full attention next week. We will gladly complete this, but the week of the 14th would be much better.

Chris Lungstrass  
Insp. 6110  
Manager, E.R. Traffic & Marine  
613-284-4500 (O)  
613-295-5401 (C)

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**From:** Campbell, Ron (JUS)  
**Sent:** September 2, 2009 4:35 PM  
**To:** McNeely, Dave (JUS); Postma, Jason (JUS); Nie, Richard (JUS)  
**Cc:** Lungstrass, Chris (JUS); Johnston, Mike P. (JUS); Lee, Dave E. (JUS)  
**Subject:** RE: Driving Assessment.....Thursday 10 Sept 2009 - Kingston

Thanks Dave, I have cc the coach and A/Sgt so they can have him there. Ron

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

**From:** McNeely, Dave (JUS)  
**Sent:** Wednesday, September 02, 2009 3:58 PM  
**To:** Campbell, Ron (JUS)  
**Cc:** Lungstrass, Chris (JUS)  
**Subject:** RE: Driving Assessment.....Thursday 10 Sept 2009 - Kingston

Ron

Looks like the 10th it is - my cell is 613-217-7294 - I like to meet at Tim Hortons - brand new one - 401 hwy to Hwy 15 off ramp - (East end of Kingston) turn right on Hwy 15 at lights (exit) ramp - left at the next set of lights on Hwy 15 - Tim's is visible from the road. I will meet your officer there - if he arrives earlier he can call my cell and I will meet him sooner. The assessment will be completed w/o sun glasses on. Plain clothes. Can you advise officers name, badge and DOB.

I will drive the route the day before to make sure there are no issues.

Any questions just call - 503-4561

Dave

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**From:** Campbell, Ron (JUS)  
**Sent:** August 28, 2009 1:55 PM  
**To:** McNeely, Dave (JUS)  
**Cc:** Kohen, Colleen (JUS); Johnston, Mike P. (JUS); Flindall, Robert (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS)  
**Subject:** Driving Test

Dave I only gave his first day back as I thought the sooner the better. Here are some more dates.

Mike is on days 10 Sep 09 as well and then on nights for two weeks. I propose that either on a day shift he be scheduled for 1:15 pm start time or the first night shift when he is on nights so he can work a modified shift. So weekdays it could be 14, 18, 23 Sept. Each is a first night shift or he works days 28, 29 Sept and days 2nd and 3rd and 7th of Oct. He has court on the 8th of Oct which would put this day out. Should you need dates further along let me know. Tks Ron.

Ron, I drove my route and with some minor changes I can complete an assessment. If you give me some more dates - I can check and see if the car we use is available and set up something that works for you guys. We use a malibu - unmarked - has extra brakes / gas on the passenger side. We try to avoid the busy times on the route (rush hours) - so morning drives done at about 9:15 / 9:30 ( avoid lunch hour ) or in the afternoon start about 1:15 / 1:30 (finish before 4:00 pm) Your officer would have to drive to Kingston - meet me at a local Tims - complete some paper work - leave his car in a parking lot ( plain car best) - previously a coach officer drove the candidate down as all they had was marked unit. Must be in plain clothes - do not want police identifiers...affects other traffic / times when other traffic gets "ticked" off at the assessment drivers...challenging course route. The whole drive / assesement takes approximately 2 hours to complete once we start. Dave 503-4561

**From:** Campbell, Ron (JUS)  
**Sent:** September-29-09 12:57 PM  
**To:** Butorac, Peter (JUS); Nie, Richard (JUS); Postma, Jason (JUS)  
**Cc:** Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohlen, Colleen (JUS)  
**Subject:** FW: Driving assessment - Michael Jack - requires remedial driving.

**Importance:** High

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

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

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

Hello Ron / Kent

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

I recommend remedial driving for Michael.

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

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

Thanks

Dave

[REDACTED]

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**From:** Campbell, Ron (JUS)  
**Sent:** October-05-09 2:11 PM  
**To:** Taylor, Kent (JUS); Kohen, Colleen (JUS); Lee, Dave E. (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS)  
**Cc:** Johnston, Mike P. (JUS)  
**Subject:** FW: DRIVING MEMO - Michael Jack

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

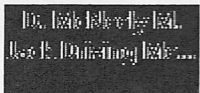
-----Original Message-----

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

Staff Sgt Ron Campbell / Sgt Kent Taylor

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

Dave  
503-4561  
613-284-4561



**From:** Campbell, Ron (JUS)  
**Sent:** October-07-09 8:26 AM  
**To:** Kohen, Colleen (JUS); Butorac, Peter (JUS); Nie, Richard (JUS); Slater, Peter (MTO)  
**Subject:** FW: DRIVING MEMO - Michael Jack

Colleen I spoke with Sgt Butorac this morning and he has a 0900hrs meeting with the Crown. Could we make the meeting 1030hrs? Will you have a # for the teleconference? Tks Ron

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

**From:** Butorac, Peter (JUS)  
**Sent:** Wednesday, October 07, 2009 6:29 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** RE: DRIVING MEMO - Michael Jack

we'll be available  
Pete

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

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

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

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

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

Let me know which day/time is good

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

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

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

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

Hi  
Ron

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

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

Colleen

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

The shift is on rest days and work their last 2 day shifts Wed and Thur 07 and 08 Oct this week before starting 2 weeks of days. I have a meeting on Wed at 1000hrs and 1430hrs I would suggest either Wed morning at 0900hrs or Thursday. I don't know if Rich has any court on these two days. Ron

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

**From:** Lee, Dave E. (JUS)  
**Sent:** Monday, October 05, 2009 4:18 PM  
**To:** Kohen, Colleen (JUS); Campbell, Ron (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Salter, Peter (JUS)

**Cc:** Johnston, Mike P. (JUS)  
**Subject:** RE: DRIVING MEMO - Michael Jack

Everyone:

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

Pete: are you available for a meeting tomorrow?

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

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

Ron

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

It would help to have a draft version of both .

What date works for you folks ?

Colleen

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

---

**From:** Campbell, Ron (JUS)  
**Sent:** October 5, 2009 2:11 PM  
**To:** Taylor, Kent (JUS); Kohen, Colleen (JUS); Lee, Dave E. (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS)

**Cc:** Johnston, Mike P. (JUS)  
**Subject:** FW: DRIVING MEMO - Michael Jack

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

As has been said earlier Mike is very book smart it appears the common sense factor or the transfer of book to practical is not taking place very well. Ron

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

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

Staff Sgt Ron Campbell / Sgt Kent Taylor

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

Dave  
503-4561  
613-284-4561

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

**From:** Campbell, Ron (JUS)  
**Sent:** November-26-09 8:29 AM  
**To:** Kohen, Colleen (JUS)  
**Subject:** FW: Emailing: Jack Chronology.09.doc  
**Attachments:** Jack Chronology.09.doc

More to come

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

**From:** Payne, Jennifer (JUS)  
**Sent:** Thursday, November 26, 2009 12:37 AM  
**To:** Filman, Shaun (JUS)  
**Cc:** Flindall, Robert (JUS); Nie, Richard (JUS); Campbell, Ron (JUS)  
**Subject:** Emailing: Jack Chronology.09.doc

Shaun,

I have added my information. If you could add yours and send it on to Flindall, he is expecting it after you so that he can add his information today.

Thanks  
Jen

The message is ready to be sent with the following file or link attachments:

Jack Chronology.09.doc

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.



**This is a point form chronology of Cst. Michael JACK'S performance at the Peterborough Detachment. The author of the entry has placed their name adjacent to the date of entry.**

**Jan 2009 S/Sgt Campbell**

S/Sgt CAMPBELL received a phone call from Peter Shipley at the Provincial Police Academy advising that Peterborough Detachment would be getting a recruit named Michael JACK who demonstrated behaviour of concern in relation to his judgement with firearms. Cst JACK would need to attend Block training ASAP and need to be monitored to address the concerns.

-prior to this Block training S/Sgt Campbell spoke to Cst. Shaun FILMAN who was identified as the coach officer and the importance of monitoring Cst. JACK'S performance as outlined by the Academy

**12Jan09 S/Sgt Campbell**

-Cst JACK attended Block training with Cst. PAYNE and S/Sgt Campbell no issues were noted during his 4 day training period.

**Jan 09 S/Sgt Campbell**

- S/Sgt Campbell verbally updated Cst FILMAN of activities on block training and observations of no issues.
- 

**May 2009 Cst Payne**

- Sometime during the last couple of weeks of May 2009 I was approached by SGT FLINDALL who requested my assistance in mentoring CST JACK when I came back on the road. CST PAYNE was made aware that there were issues with CST JACK who needed a mentor or someone to go to on shift besides his coach, CST FILMAN. I was advised that CST FILMAN would still be doing CST JACK's evaluations and coaching and that I would be another resource to him. SGT FLINDALL advised he was being inundated with enquiries and direction from CST JACK who would not go to anyone else on shift nor his coach officer. I agreed to take on this responsibility of being available to CST JACK for guidance.
- Shortly thereafter (within a week), I was approached by CST JACK in the detachment who stated he wanted to talk to me, indicating in private. CST JACK discussed a Fraud investigation that he was working on and was seeking my advice to which I provided and advised him that I would assist him when I returned to uniform duties in June. I was in plain clothes at the time of this discussion which took place in the lunch room. CST JACK indicated he was excited that I was going to assist him and at the end of the conversation he looked me up and down from head to toe then winked at me and made a clicking sound with his mouth. It made me uncomfortable, however I never called him on it as I was in shock and

wanted to see if anything else would happen or if this was an isolated event.

### **02JUN09 Cst Payne**

- On the 2<sup>nd</sup> June 2009 I returned to uniform duties. That morning while in the Constable's office at the computer, CST JACK approached me and stated "you look good in your uniform". Again I was caught off guard and didn't know how to take the comment. I stated to CST JACK that he had seen me before in uniform back last January at block training. In my opinion the comment was inappropriate as "how I look in my uniform" shouldn't be addressed.
- I had advised a few people on shift about the comments and actions CST JACK has made, including SGT FLINDALL. I stated and decided if he made any more comments I would speak to him about it at the time.

### **05JUN09 – Cst Payne**

- Since the 5<sup>th</sup> June 2009, I haven't worked very closely with CST JACK as a result of being dispatched and responsible for my own calls for service. I have notice that CST JACK prefers to sit in the office and appears to be over-investigating minor calls for service as opposed to focusing on the major calls for service. He does not stop a lot of vehicles while out on patrol and most times I am not aware of where he is or what he is doing.

### **13JUN09 Cst Nie**

- at marine safety day – observed PC Jack in uniform talking with female member of police committee – he then approached me for a piece of paper as he was either given her his number or getting her phone number – I teased him about not being able to find a girl the traditional way off duty that he needed to abuse the power of his uniform to obtain a phone number and he just laughed at me

### **30Jun09 -01Jul09 Cst Payne**

- On the morning of the 1<sup>st</sup> July 2009, I double up with CST BRISCOE to assist CST JACK in Ennismore who was looking for a vehicle and occupants that were doing mischief to mailboxes. While in Ennismore we were dispatched to a report of a suspicious male who was in a housecoat driving a riding lawn tractor in Bridgenorth. The three of us located this male on the causeway and subsequent investigation led us to arrest the male for possession of stolen property. We transported the male back to

his residence north of Fowler's Corners in City of Kawartha Lakes jurisdiction. When we arrived we discovered that CKL OPP were investigating an arson at a residence which was situated across the road from where the lawn tractor was stolen. This was also down the road from the residence of our 10-92. Our person in custody now became the primary suspect for this arson. We assisted CKL and caught up on notes at the scene. CST JACK required some of my notes for times and names which I provided my dash pad with times and names which I was working off to make my notes.

- At approx 04:30hrs I asked CST JACK to watch the accused who was sitting my vehicle, while we went to speak with the owners of the lawn tractor.

When I returned from the vehicle I observed CST JACK sitting in the driver's seat having a conversation with the male in custody. When CST JACK exited the cruiser I asked him if he had supplementary cautioned the male before he spoke with him. CST JACK advised he hadn't and that he was talking to him "off the record" about the fan in his backpack. I advised him that he shouldn't speak with someone else's prisoner and that he should have given a supplementary caution. Further I advised him that his conversation may ruin/interfere with subsequent investigation as he was going to be interviewed the City of Kawartha Lakes Crime Unit.

- CST BRISCOE and I continued to do notes and I again provided my dash pad notes to CST JACK who declined.
- While back at detachment completing our notes to be faxed to CKL detachment CST JACK asked to see my notes. I advised him my notes were not done yet. I expressed that he should be making his own notes and I could provide him with names and times. I advised him that my notes were my notes about what I remember and what I did. I advised him I didn't want him to write his notes from my notebook. CST JACK got angry and snapped back. He stated he could just take my notebook from my diary slot at any time and read it. I asked CST JACK why he wanted my notebook and he stated to study them because he wanted to see how someone else does them. He stated he is finding it difficult with the culture and language barrier. He made reference to the word housecoat which he would have used a different term. I advised him that it is ok to write the different term in his notebook because that is how he recalls and remembers it by. I advised CST JACK that I would give him a copy of my notes after I completed and faxed them. I noticed during this time that CST JACK still was not working on his notes and hadn't completed them for this call and I believed he was waiting for mine so he could make his.
- I provided a copy of my notes to CST JACK advised him he needed to complete his and send them off to CKL by fax.
- At approx 06:40am PC JACK read the first couple of pages of my notes then threw them back in my diary slot. I confronted him about this in the constable's area. I was upset because he had made such a big deal about getting my notes and then he didn't want them anymore. I asked

him why he put them back if he had wanted them so badly to use and study from. He stated he was tired and couldn't concentrate to read them. CST JACK stated he was finding it difficult to do this job with his language barrier and accent. He stated he feels he hasn't been coached properly. I advised him that I was there for assistance. I also advised him that I was afraid he was using the "language barrier" as a crutch because I heard this from him many times in the past month. I told him that I didn't want this excuse to become a crutch for him. I advised him that CST FILMAN is a good and knowledgeable officer and I don't believe that he hasn't coached him properly. I felt comfortable stating this to him because I had read a couple of his reports, they were clear and concise, he was clearly capable of articulating what happened during the occurrence into his report.

- I further advised CST JACK that I will help him with his assignment list and prioritize what needed to be done. I told him I felt he was spending too much time on calls that weren't going anywhere then on the important ones that required investigative follow-up.
- This conversation took place in the constable's office at the shredding bins. There were other officers present in the room.
- I could tell that CST JACK was upset with me confronting him about the notes. At one point when I was speaking he tried to cut me off and I asked him to let me finish.

### **3<sup>rd</sup> & 4<sup>th</sup> July 2009 Cst Payne**

I noticed that during the shifts of 3<sup>rd</sup> & 4<sup>th</sup> July, CST JACK did not speak to me much, nor did he make a point of contacting me for any guidance or assistance. He basically ignored me, and I believe he was mad because I confronted him.

### **13Jul09 Cst Payne**

- On the 13<sup>th</sup> July 2009, I returned from vacation. I had originally planned to double up with CST JACK, as my assignment list was clear. I wanted to evaluate him and help him get caught up. I reviewed CST JACK's Niche task list and sat down with CST JACK to discuss and prioritized a 'to do' list. At briefing I heard SGT FLINDALL advise CST JACK that he wanted him working from the CSO in Buckhorn instead of the detachment. I made a list of the things I need to discuss with CST JACK at some point:
  1. Time management skills
  2. Making mountains out of molehills re- calls for service
  3. More vehicle stops- PON's
  4. Getting GOR on Niche more quickly
  5. Coming to me with questions instead of SGT FLINDALL (who advised JACK was still coming to him with questions that could be handled by someone else)

6. Shopping for answers – he discusses a case with so many people, and gets different advice and doesn't actually accomplish anything it seems ie. Fraud – where he came to me for advice in May and I found out he had also approached D.CST JP CANTIN for advise and also his coach CST FILMAN was aware of the investigation.
  7. Needs to be out of detachment more and in his zone.
- In the past I have heard of the following issues with CST JACK:
    1. That he took a video/pictures of CST MORAN on a pen equipped with a camera that he wore on him while working. He also would use this pen at calls for service to record things.
    2. I was advised by CST FILMAN that CST JACK doesn't take direction well, and when CST FILMAN would speak with CST JACK about something he did wrong then CST JACK wouldn't speak with CST FILMAN.
    3. He's upset about previous negative evaluations and brought in his marks to show how smart/intelligent he is.
    4. That there are possible driving issues with CSTJACK
    5. There are possible problems with women
  - On the 13<sup>th</sup> July 2009 I met up with CST JACK at the Bridgenorth ESO to work on a Fraud brief, which he indicated he was ready to put an arrest, warrant out for the suspect. He didn't have the brief and other documents with him so I was only able to assist him in a limited capacity. I confronted him on why he didn't have the stuff with him if he knew we were going to be working on it today.

#### **17Jul09 Cst Payne**

- On the 17<sup>th</sup> July 2009 at approx 06:05hrs, CST JACK was sitting in the constable's office at a computer. I went to get a battery for my radio. CST JACK said good morning and winked at me.
- CST JACK stated he needed assistance with a PI MVC. He advised he wants to charge a male driver re an accident and has all the drivers' items (DL, ownership, insurance) because the driver left the scene when the tow truck arrived and he was unable to serve him before he left. I had already advised him previously to do up a long form summons and a brief for driver. He stated he didn't know how. I explained that he did up a brief just like he did for his recent impaired and submit it to the court and they would do up a summons. Then his story changed, and CST JACK now was stating that the driver may come down this weekend to pick up his ID, and said he could give him ticket. I said if he doesn't show then do up the brief for the long form summons if he wants to charge him.
- At this time I also spoke with him about the Fraud brief and told him I had some follow-up to do first then I would help him with it.

- While I was conducting follow-up a call for service came in. According to comms CST JACK was available. I waited to see if CST JACK going to respond to call. He didn't respond on the air. I took the details then spoke with CST JACK who stated he didn't hear the call and that he was doing follow-up. I asked which call he was following up on and he advised he was at a youth camp because of a mischief that week and spray painted that was done. He stated because he was Jewish he was angry/upset and wanted to assist. I asked CST JACK if this was his initial call for service and he advised it wasn't, he read about it (occurrences on Niche), it happened while we were off, he discovered that it was racially motivated and it affected him. I advised him that he needs to tell the comm centre whenever he gets out of the car so that we know where he is. He stated he will do this from now on. I advised him to take care of the call for service. I planned to discuss the matter further with him.

### **18<sup>th</sup> July 2009 Cst Payne**

- On the 18<sup>th</sup> July 2009 at approx 06:40hrs, I spoke with CST JACK in the boardroom about a few issues I wanted to address with him. I advised him about telling comms where he is at all times and the importance of this if he ever hit 10-78. That no one knew where he was that morning and he never told anyone. Further, that this also lets dispatch and zone partners know where you are at and what you are doing. I spoke with CST JACK about following up on other people's calls when he wasn't asked to. CST JACK corrected me when I said he was angry about call and he corrected me and said he was "irritated". I advised him that if he felt he could assist in the call he should have approached the investigating officer to see if it was required. What is important to note is that CST JACK had enough things on his assignment list to do rather than following up on a call that did not require assistance/follow-up. I told CST JACK that he could interfere with an investigation and provide conflicting advice, which could create problems.
- I further discussed the 'wink' that happened the previous morning. I hesitated about it talking about it to him, but I didn't want further things to happen. CST JACK denied the wink happened the previous day he said that "his eye does that" I advised him that the only reason I brought it up was because of other things that happened in the past and explained the two previous incidents to him. (looking me up and down and winking and clicking; and telling me I looked good in my uniform). CST JACK stated he didn't do the first thing in lunchroom and admitted that he did say that I looked good in my uniform. He stated "I will admit that but not the other stuff". He said the winking of his eye happens all the time. CST JACK asked me if I thought he was hitting on me. I stated I didn't know, but either way it was inappropriate and unprofessional. I asked CST JACK if he wanted to discuss anything and he thought for a minute and said "yes,

but he would not want to talk about it right now". I advised him to let me know later if/when he wanted to talk.

- At approx 07:21, I then assisted CST JACK with his Fraud brief. I advised him he needed to do a synopsis of his witness statement onto Niche, he need a new CR check on accused, photocopy notes, photocopy other documents and told him when he was done doing a synopsis of the video statement to complete the rest at the CSO. I figured this should take him approx 1.5-2hrs to complete all.
- I received a call from CST JACK at 10:41am who advised he has just finished transcribing statement. I didn't believe he had just done a summary for the brief. He advised he was still at the office doing the brief. I was busy in the zone doing calls for service while he was working on the list of items I told him to complete.
- At approx 14:15hrs he contacted me via telephone as he was just dispatched to a B&E, he said he was busy with other calls. I didn't know what he was busy working on, he had a threats call first thing in the morning which he was still waiting for a phone call back from the complainant and I had only left him with approx 2hrs of work, and he was supposed to be in his zone by now.
- At approx 14:29hrs I spoke with SGT FLINDALL about CST JACK trying to get me to do one of his calls he was dispatched to, when has been in the office all day. We discussed time management issues that CST JACK has.
- At approx 15:49hrs I received a phone call from CST AGOLINI who advised a John LITTLE was at detachment to pick up an IPOD that was recovered and the witness told him she gave it to an officer (from MVC 14<sup>th</sup> July 09). I spoke with CST JACK who advised he had forgotten that he had it in his duty bag
- At 17:00hrs I noticed on the air that CST JACK started to now pitch in and assist with calls for service. It appeared as though this is because he will incur overtime for these calls. SGT FLINDALL advised night shift will take the calls.

### **Sun 19<sup>th</sup> July 2009 Cst Payne**

- 4 people working and had to call people in on OT. I was officer in charge for the weekend.
- At approx 10:00am I assisted PC JACK with his Fraud brief. I asked to check the synopsis of the statement of the witness he had done. I wanted to see what took him so long. I discovered that it was pretty much verbatim. I asked him why he did it verbatim when I told him it just needed to be a synopsis. He stated he must have misunderstood. It took him 3 hrs to transcribe the statement. I advised him that we don't transcribe statements video statements unless requested by the crown. CST JACK asked me what notes he needed to copy for the brief. I figured he should know this by now and stated anything that pertains to the case. After

reviewing the witness statement I discovered that CST JACK hadn't taken any written or DVD statements from any witnesses prior to the photo line-up. He hadn't obtained a statement yet from the girl who was working the cash register and had rang the accused through at the till. I advised him this was required for the brief and to attend the business and obtain her statement. He didn't even have her name or contact details. CST JACK stated that this should be a crime unit call because he needs more time to work on it and cannot follow-up when responding to other calls. I advised CST JACK that everyone else can manage these types of calls and others at the same time. I asked CST JACK what he had done yesterday while he was in the office from 6am -2pm working on this brief. He said he worked on the GOR and reviewed the DVD 3 times to get the synopsis right.

- I directed CST JACK to contact 2 complainants regarding to calls for service and then get to the CSO and be in his zone. I was informed that he didn't get out on the road or leave the office until around 11:21am. I heard CST JACK attending the Home Hardware regarding the Fraud follow-up. I learned that while at the Home Hardware CST JACK never even got the cashiers basic details like, name address and phone #.
- CST JACK never contacted me on this date for any advice, direction or assistance.

### **22JUL 09 S/Sgt Campbell**

- 1035hrs Sgt FLINDALL advises he has issue between CST Jennifer PAYNE and Cst. JACK. Cst PAYNE is assisting in the mentoring of Cst. JACK. Cst JACK is not able to multi-task or follows direction. Advised of issues with fraud and video transcription vs. summary. Cst JACK also has an issue of making his own notes. I advised Sgt FLINDALL to have the officer document problems and start work improvement plan. Track all issues on PCS066 this is why they need to be up-to-date. Sgt FLINDALL also advised of social issues on shift and advised it was up to him to ensure that the work place did not become a poisoned work environment to ensure persons acted professional.

### **22<sup>nd</sup> July 2009 Cst Payne**

- CST JACK was sick
- I met with CST FILMAN and SGT FLINDALL regarding CST JACK. We discussed a old 23310 document to keep track of his issues and that a work performance plan needs to be completed



#### **Thurs 23<sup>rd</sup> July 2009 Cst Payne**

- I learned from SGT FLINDALL that CST JACK had requested to come in on overtime to interview the females regarding his fraud. He never did get their names, DOB or contact info. I learned that because CST JACK thought they were working on his rest days he could come in an interview them. He didn't think to get their details and contact them at home and interview them or make arrangements for when he was scheduled next.
- CST JACK was assigned a harassment call. At approx 12:20hrs he was asked to return to the office by SGT FLINDALL. At approx 18:05hrs I was sitting in the constable's office. I overheard a conversation between SGT FLINDALL and CST JACK in which SGT FLINDALL provided instructions to CST JACK about the criminal harassment case, which needed to be completed before he went home. SGT FLINDALL directed CST JACK to see if night shift could locate and arrest suspect and that he was to have the brief done, so if suspect wasn't arrested he could submit the brief for an arrest warrant. Specifically, SGT FLINDALL told CST JACK to complete the crown brief synopsis, the show cause, photocopy the written statements to add to the brief and do not type them into the brief it can be done by steno's later, summarize the victim DVD statement – do not transcribe it.
- At approx 21:32hrs while I was at home I learned from CST BROCKLEY who was working in the office that night on light duties that CST JACK has not asked him for assistance and that he left the office for approx 1 hour. I learned that CST JACK had gone to Staples business depot where he purchased headphones to listen to the DVD statement which he took a couple of hours earlier to transcribe it. This equipment is available in the office. Further, I would think that one should be able to summarize a statement they had taken a few hours earlier without having to listen to it again.
- I later learned from CST BROCKLEY that CST JACK asked him to finish the brief for him because he was too tired and needed to go home.
- I learned that CST BROCKLEY assisted CST JACK with a PTA/OIC and arrangements were made for CST JACK to come into work for a couple of hours the next day to arrest and release the accused.

#### **24 Jul 09 S/Sgt Campbell**

- On the evening of the 23<sup>rd</sup> of Jul 09 S/Sgt CAMPBELL attended the Detachment on another matter around 2300hrs. Cst. JACK was at the Detachment working on a brief. He was receiving instruction from Cst. BROCKLEY when I arrived. At approx. 0043hrs Cst JACK who appeared very tired requested permission to return to work the next day to complete the brief. He explained it was almost complete and in his present state he could do no

more. S/Sgt. CAMPBELL granted the OT thinking it would be a short time the next day.

#### **Fri 24<sup>th</sup> July, 2009 Cst Payne**

- I was off duty. I contacted OIC CST POSTMA to enquire on the progress of CST JACK and the criminal harassment case and indicated that he was supposed to come in and arrest the male and release him.
- At approx 18:15hrs I spoke with CST POSTMA again who advised me that CST JACK was still at the office and had just arrested the male and still had to deal with the firearms issue.
- I couldn't figure out what had taken so long if he had been in the office since the morning, why was he just arresting the male now.

#### **Sun 25<sup>th</sup> July 2009 Cst Payne**

- Scheduled rest day. I attended the office to review CST JACK'S notes regarding the Criminal Harassment call. SGT FLINDALL was out of country on vacation and Coach CST FILMAN had been on holidays.
- After reviewing CST JACK'S notes I discovered that on Fri 24<sup>th</sup> July 2009 CST JACK went on duty at 10:00am. At approx 10:25hrs he learned from the victims family that the suspect was working construction on Hwy 7 and just east of the detachment. CST JACK should have made arrangements to attend there and arrest the male which is what he was given the approval to do. Instead, CST JACK continued to work on the brief (which isn't required when you are just arresting and releasing on PTA/OIC. He can work on brief on next shift). It wasn't until 14:20hrs that CST JACK went to look for the suspect and discovered he had been there earlier but had left for the day. Now CST JACK had to look for him. He located him in Omeme and had him attend the office. CST JACK then had to return to the accused's house and seize the firearms. They left the office at approx 17:15hrs. 15 Firearms seized. At 8pm he started lodging the guns into the vault and didn't go off duty until 23:00hrs. He spent an additional 13hrs on call that probably could have been handled in about 6 or 7 if he had of arrested male when he first came into detachment. In my view he was not efficient, and throughout this whole call he did not follow any direction that was provided to him first by SGT and second by a senior officer.
- I spoke with SGT FLINDALL while on vacation and updated him about the issue with this investigation and CST JACK'S inability to follow direction given to him by his supervisor.
- I had plans to meet with CST JACK to discuss his deficiencies regarding his investigation and brief for this Harassment call. I discussed this with his coach CST FILMAN who advised that I should let SGT FLINDALL address the issue because he was the one to issue the orders.

### **27<sup>th</sup> July 2009 Cst Payne**

- I was the OIC for the shift. I didn't really have any dealings with CST JACK as I was busy with my own calls and arrest and he never came to me for advice that I recall.

### **28<sup>th</sup> July 2009 Cst Payne**

- CST FILMAN, CST JACK and myself in same zone. I had auxiliary doubled up with me.
- I was acting as OIC for the shift. I learned from CST MORAN and CST DAVIDSON that a call for service had come in at approx 17:50hrs for Zone 3. CST DAVIDSON informed CST JACK who was in the Constables area. CST JACK refused to take the call stating he doesn't start until 6pm. Shortly, thereafter CST JACK approached me and asked me if there were any calls outstanding. I advised him to do the zone 3 property related call that was assigned to the zone 2 officer.

### **08AUG09 Cst Nie**

- shortly after this he worked a few overtime shifts on our platoon when I was OIC – told me when he came to work that he was tired because he found it hard to switch between days and nights – asked him if he was telling me he couldn't work – told him he may as well go home if he is physically ready – said he was fine – later in the day I found out that he had doubled up with PC Pitts without asking saying he was too tired to drive – he was spoken to by PC Pitts about this

### **10 AUG09 S/Sgt Campbell**

- 1116hrs S/Sgt CAMPBELL approached Sgt FLINDALL regarding the large amount of Overtime claimed by Cst. JACK on the 24<sup>th</sup> of JUL 09. Sgt FLINDALL advised while S/Sgt CAMPBELL was absent on vacation he met with Insp. JOHNSTON over the serious issues with Cst. PAYNE mentoring Cst. JACK. Sgt FLINDALL described issues with Cst. JACK understanding and following direction and understanding the offences. Sgt FLINDALL was asked what had been documented to which he advised that he had been verbally spoken to now he was placing him on paper. Cst PAYNE is putting together a chronology. Sgt FLINDALL could not provide any written documentation at this time. Sgt FLINDALL suggested given difficulties of Cst. JACK that his day and night wings be suspended until he could

multi-task and member supervised and assisted. I concurred with this approach so Cst. JACK could be supervised.

#### **14AUG09 S/Sgt Campbell**

- 1100hrs S/Sgt CAMPBELL spoke to Sgt FLINDALL requested to see Cst JACK'S evaluation. Sgt FLINDALL advised evaluation was not complete but would be completed that day.

#### **15<sup>th</sup> August 2009 Cst Payne**

- At approx 10:28hrs zone 3 units were dispatched to a report of a disturbance (possible domestic) at [REDACTED]. The complainant stated he heard "I'm gonna kill you and someone say, "put that down". CST JACK initial dispatched officer; I advised I was attending, as did CST MORAN, CST D'AMICO and SGT FLINDALL. While enroute waited to see if CST JACK would ask for a CFRO check or a Niche check. I asked for them after I figured I waited long enough for him to ask, as I wanted to know the information before I arrived on scene. When I arrived on scene CST D'AMICO was on scene speaking with someone out front. She directed me to the side of the house where CST MORAN was speaking with a male well known to police [REDACTED]. CST JACK was listening to their conversation while [REDACTED] son could have been pulled a side and spoken to. I tapped CST JACK on the shoulder and motioned for him move with me to speak with son. He must not have understood because he stayed listening to CST MORAN talk while I spoke with [REDACTED].
- At approx 10:54hrs we all left the scene. CST D'AMICO and CST MORAN headed east on the 14<sup>th</sup> line Smith to stop a vehicle that had passed the DAVIS' house. SGT FLINDALL, CST JACK and myself proceeded west bound on the 14<sup>th</sup> line of Smith in that order. We approached the stop sign at County Rd 23. SGT FLINDALL stopped and waited for traffic to pass then preceded south bound on Cty Rd 23. I pulled up to the stop sign and stopped and proceeded to make a left hand turn southbound onto Cty Rd 23. There was traffic south bound on Cty 23, but I was able to safely make my turn without interfering with the flow of traffic. I knew that CST JACK would not be able to make the turn safely by the time he pulled ahead the car length to the stop line, stopped, and looked for clearing, the traffic would have been too close. I watched CST JACK in my mirror and observed him stop at the stop sign. The next time I looked up in my rear view mirror CST JACK had pulled into the

intersection and was travelling southbound in the northbound lane. The south-bound traffic had to slow which allowed him to merge his way into the southbound lane. I'm sure his driving actions were seen by the public as arrogant. I contacted SGT FLINDALL to see if he had observed what had happened and he advised me that he had.

#### **15AUG09 S/Sgt Campbell**

-1130hrs S/Sgt CAMPBELL contacted by Sgt FLINDALL regarding Cst JACK'S driving action to a call and after the call. Sgt FLINDALL would be issuing Cst. JACK a traffic ticket for the violation he observed as Cst JACK almost caused a serious collision. Requested a briefing note.

#### **16AUG09 S/Sgt Campbell**

-1940hrs Sgt BANBURY contacted Sgt CAMPBELL at his residence to complain that he believed Cst JACK was feigning illness. Sgt BANBURY wanted to initiate an internal complaint. Sgt BANBURY advised to collect statements so both sides of the situation could be examined as there was two sides to every story.

#### **16<sup>th</sup> Aug 2009 Cst Payne**

- Didn't work with CST JACK today as he called in sick after being charged under the HTA by SGT FLINDALL
- Since the 15<sup>th</sup> August 2009 I haven't done any calls with CST JACK or spoke with him really. He has not come to me for advice or direction.

#### **17AUG09 S/Sgt Campbell**

-1330 S/Sgt CAMPBELL spoke to Sgt FLINDALL concerning allegation of sick time and importance of matter being investigated prior to coming to a conclusion.

-1400 S/Sgt CAMPBELL discusses with Sgt FLINDALL the potential of a Human Rights complaint and the importance of being objective, also getting a learning plan to correct Cst. JACK'S issues. S/SGT CAMPBELL would be re-submitting the Briefing note for the driving incident at the request of Acting Supt. BORTON.

#### **18AUG09 S/Sgt Campbell**

-0835 Acting Supt BORTON advises to move Cst JACK to have a fresh set of eyes, to switch platoons and coaches.

-0900 S/Sgt CAMPBELL contacts Cst. NIE to coach Cst. JACK. NIE agrees to complete coaching duties.

-1300hrs S/Sgt CAMPBELL speaks to denial of overtime to Cst. JACK. Cst. JACK advises that he had no supervision.

-1500hrs S/Sgt CAMPBELL advises Cst. JACK of meeting on 19<sup>th</sup> of Aug 09 with his Sgt to discuss issues of driving and a request for an assessment of his driving skills.

### **19AUG09 S/Sgt Campbell**

-1145hrs Sgt FLINDALL and Admin. Sgt SMITH advised Cst JACK would be moved from his shift and the issues surrounding the move.

-1311hrs Sgt FLINDALL reports to S/Sgt CAMPBELL other issues of driving problems with Cst. JACK via Cst. HOBBS and Cst. JACK at a paid duty. Sgt FLINDALL advised neither Cst.HOBBS or Sgt SMITH had come forward nor from past experience both would do so if there were an issue.

-1320hrs Cst. JACK association rep Cst. Mitch ANDERSON, Sgt FLINDALL and S/Sgt CAMPBELL met to discuss the following issues:

Cst. JACK'S driving, not following direction; issues on his shift with answer shopping, and problems of transferring theory to practical application.

Sgt FLINDALL provided incidents and examples and informed Cst. JACK he would be issuing him two 233-10's in the does not meet category. Cst. JACK provided response to the issues. Cst JACK concerned he was not given proper direction or supervision in situations he was not familiar.

-Cst. JACK advised he would be moving shifts 30 Aug 09 and follow-up to his learning plans. Move of shifts would give him objective evaluation and fresh start. Present coach was going on parental leave and need for closer supervision and direction to correct issues.

Cst. JACK brought forward issue of WDHP and unprofessional conduct by members of his present shift. S/Sgt CAMPBELL requested information on the incidents and persons advising that there was a zero tolerance for such incidents. Cst. JACK refused to disclose any details. Cst JACK was happy with move from shift and action taken.

Cst JACK provides reasonable explanation for sick time usage. Sgt. FLINDALL and BANBURY advised legitimate use of sick time no further action.

### **20AUG09 S/Sgt Campbell**

1615hrs - S/Sgt Campbell reviews Cst JACK PCS066 and returns to Sgt FLINDALL for service.

### **31AUG09 S/Sgt Campbell**

-1400hrs Teleconference with Human Resources Inspector LEE, S/Sgt KOHEN, A/Sgt POSTMA, Sgt FLINDALL, Cst's NIE, FLINDALL, and S/Sgt CAMPBELL to review Cst. JACK files and work on solution to correct issues.

### **03SEP09 S/Sgt Campbell**

-1650hrs S/SGT CAMPBELL met with Sgt FLINDALL to discuss performance issues

-1720hrs Sgt FLINDALL discloses that Cst. JACK is involved with [REDACTED] Organized Crime and is running OPP under cover cars involved in an ongoing investigation. Sgt FLINDALL advises information came from a gym photo shown by JACK to other shift members in the spring. Sgt FLINDALL advised to confirm his information and put it in writing. Sgt FLINDALL advised to forward these to Inspector JOHNSTON as CAMPBELL was away 04 Sep 09.

-Sgt FLINDALL and S/Sgt CAMPBELL discussed earlier comments made by Sgt FLINDALL WDHP and the vulnerability of probationary, immigrant and language difficulties.

### **09Sep 09 S/Sgt Campbell**

0815hrs Discussed with Inspector JOHNSTON concerning the allegations of Cst. JACK involvement. Inspector JOHNSTON had spoken to Sgt FLINDALL a short time ago and contacted Regional Headquarters Command Staff.

### **09SEP09 Cst Nie**

- started at 0500hrs – notified by night shift Sgt. of pending threats call – asked him to gather info – he took one call for a stolen vehicle – asked him about threats call, said PCC said there were three calls and they had to go – told him to call back and get all three and we would prioritize – he called back and got all three - at 0542hrs still hadn't called comp. – tried to get me to leave call as not our zone
- at threats call the complainant [REDACTED] got upset with PC Jack and asked him to take off his sunglasses instead of hiding behind them – he would not at first – he was unable to resolve to gather the information – I

- stepped in and tried to calm situation but complainant said he would only talk to me and not Jack – ended with complainant asking us to leave
- explained to PC Jack that the hard/tough approach doesn't always work with every type of person – we have to change our approach with each call

### 10SEP09 Cst Nie

- 0530hrs working on crown brief for impaired case – had POA charges to add and one for no insurance – asked PC Jack if he had ever searched for MTO certified documents for a suspended driver – said he had – asked if he ever did a vehicle record search – said no – showed him where form was and attempt to fill in blanks and I would check
- At 0645hrs go to check – I pointed out two errors and he told me that he followed example that PC McNab had showed him at 0100 hrs some morning
- Questioned him why he told me no if he had already done one – told him that one of his issues was answer shopping and I would not tolerate it – told him this was his warning and not to do it again, I will not accept lying and blaming other officers for mistakes – he apologized and said he must have been mistaken by the form
- Advised while entering call for stolen vehicle that he needed assistance searching the address – it was [REDACTED] – he told me he had never been shown how to search for this – told him that in 8 months on the job I didn't believe him that he wouldn't know this, I said it was a day one teaching thing – explained in all the times that he had done reportable calls he had to have been shown this – he brought up an impaired occurrence [REDACTED] that had [REDACTED] entered incorrectly – said that PC D'Amico had showed him that – then changed and said that it was his mistake and he had been shown properly – told me that he was embarrassed and was not trying to be untruthful
- Advised PC Jack that he needs to be more aggressive/confident with his driving – he drives under the speed limit regularly, slows down and often stop at green lights, slows down completely when asked a question while driving – I keep reminding him to keep speed up
- MVC call on Blairton Road with [REDACTED] – immediately once he locates the driver he walks in and tells the man there will be no charges, he just needs to fill out the traffic report – I knew the suspect and upon checking his record it's discovered he is suspended four times over – PC Jack said that yesterday I told him to be softer on the approach with people – he realized his mistake but I reiterated that he has to adapt to each call
- He questioned me as to how to start off his notebook – said he was never taught – told him I didn't believe him because he would have been taught that on his first day – said that PC Filman never showed him, said he learned from PC Rusaw – again told him not to blame others, told him that I would look at how he does it and confirm it was okay, but I was not



showing him my way so that he could later on use it against me – talked to him again about how he commits people to answers so that he can blame them if someone else tells him differently – told him I was not playing his games and he smiled and said he was sorry – it was clear to me that he knew what he was doing and that I had figured it out

- Appeared very stressed today with deciding what tasks to do and when – explained the need to prioritize and not just sit around the office all day doing paperwork – need to have a balance

### **10Sep 09 S/Sgt Campbell**

-1330hrs S/Sgt CAMPBELL reviews work plan for Cst. JACK and also receives a note from Cst. PAYNE outlying WDHP complaint within it as to Cst. JACK'S behaviour towards her and inappropriate comments concerning her appearance. Allegation as well as to Cst. JACK secretly audio video taping fellow officers. S/Sgt Campbell brings this to the attention of Inspector JOHNSTON and also contacts Detective Inspector COX for direction.

### **11Sep 09 S/Sgt Campbell**

0730hrs S/Sgt CAMPBELL speaks to Cst. PAYNE concerning her WDHP allegation and direction as to what would correct issue.

-1706hrs Cst. PAYNE advises that the change in shifts rectified situation she does not wish to pursue matter.

### **11Sep09 S/Sgt Campbell**

Inspector JOHNSTON advises allegations of Cst. JACK'S crime involvement to be reviewed by Professional Standards Bureau. Peterborough Detachment is to do no investigation.

### **15SEP09 Cst Nie**

- didn't offer to back up his zone partner on a 911 call – admitted he heard the call but didn't think he needed to go – blamed it on past calls he saw on his shift where officers went alone to 911 calls – explained to him how each call his different, can't make a standard set of rules
- PC Jack asks me last name of recruit that I coached named [REDACTED]
- stand-by keep the peace – he was unable to speak with the complainant or the homeowner so we attended the residence anyways – no one was present so he contacted dispatch and advised them to send the complainant to get her belongings – told him to stop and explained that it was not logical at all to have someone take belongings without the other

half present – told him we could not do it that way – said he understood now why it could be an issue – again tried to excuse his decision based on a previous call and what he had seen – we discussed how the details were different

- 2130hrs – told him he needs to be more proactive – spending too much time in the office on paperwork, also that he needs to improve on his driving, again told him to stop blaming others for his mistakes – told him mistakes are understandable but to stop blaming everyone else

### **18SEP09 Cst Nie**

- at start of shift were sent to PD MVC - enroute were asked to attend MVC scene with zone partner who had impaired driver – he told PCC that we already had a call but would attend the impaired accident – I then made arrangements for other officers to cover the original call we had, PC Jack had no idea what everyone else was doing because he wasn't listening to the calls – I explained that on officer was doing a stand by call for us and now another was doing an MVC
- approximately 10 minutes from the MVC we were sent to a sudden death and he decided to re-route from the MVC but asked for another officer to take that call – I explained to him how if he was listening he would have known that there was no one else available – also that since we were closer to the MVC, we would stop quickly, get the drivers information and tell him the officer would call him later – he said he thought sudden death was more important – I agreed but explained he needed to be able to deal with both calls quickly knowing that EMS were already ahead of us to the sudden death as the call came from them
- at the sudden death, he was unable to gather basic information right at beginning from the park owner to relay to the Sgt who was on his way – showed him what was required for a quick update – the park owner had no idea what PC Jack was asking until I stepped in to clarify – it was his first sudden death call though
- when attending hospital he was having difficulty deciding where to park in an empty lot – very nervous/indecisive, couldn't use common sense to park near emergency - said it was because he had never been there before but agreed patients are always taken to emergency at hospitals
- when leaving hospital a kid on a bike with no lights and no helmet drove right onto road in front of us behind our zone partner who had just passed – it was dark so the kid couldn't see we were police – PC Jack braked hard and then continued on – we finished our conversation about the call and then I asked why he didn't stop the bike – I asked him if he knew the two offences and he did, but when I asked why no stop he said he wasn't thinking like a police officer mind set – told him he was working the full 12 hours and that he needs to be able to multitask – just because we're talking doesn't mean we can't stop to deal with an offence – confirmed that this now did not mean to stop every kid on a bike with no helmet or

half present – told him we could not do it that way – said he understood now why it could be an issue – again tried to excuse his decision based on a previous call and what he had seen – we discussed how the details were different

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light, this was specific because he rode out in front of us – addressed multitasking skills again

- when back at office I told him to contact a fraud complainant that had called earlier in the night - as it was now 2330hrs or so, I told him to either explain that we would call back the next night at 1800hrs, or he could have an officer call her in the morning – I told him to take two minutes and quickly deal with it so we could work on the sudden death report, as he was already on overtime from his driving assessment – he spent over 20 minutes on the phone taking all the details of the call – told him that was not what I had instructed him – said he was not able to get her off the phone and I told him that he is the officer and can dictate how the call goes – be more assertive
- while driving to the sudden death call, he missed a turn because he relies solely on his GPS unit to get him to calls – I force him to read the map but he still inputs the address and watches the screen, often missing turns and having to circle back
- prior to writing sudden death report he said it won't be good because he is tired and exhausted – told him not to make excuses again because we have all been in the same situation and no one else says anything – especially new recruits

#### **19SEP09 Cst Nie**

- Baker Street fraud call – the complainant was trying to tell him that we were no longer required and he didn't listen and just took a full report – he spent 45 minutes on a call that could have been 5 minutes – time management addressed
- Upon leaving, he observed a male pedestrian who he thought was drunk, in his words, because he was walking with a drink in his hand (Tim Hortons' coffee) – he drove past the male and rolled down my window which I stopped him and told him to get out to approach the male – he left the car completely blocking the northbound lane of traffic with no emergency lights activated – traffic was not busy but those that came had to go into oncoming lane to go by - his approach with the male was very interrogative and the man asked if he was doing something wrong by walking with his coffee (he was obviously concerned about why he was stopped) – spoke with PC Jack about vehicle position, lights, tactics, etc. then asked why he didn't make a notebook entry – told me that he was still going to but we were talking – told him that wasn't true as we were 15 minutes down the road – he said that PC Crowder had told him that he didn't need to make his notes at the time of the call and that other times PC Filman was three hours behind in his notes – I asked him what his normal procedure was and he just again talked about the other officers – I sternly told him to stop playing games and to answer the question – When you stop someone for speeding, do you make your notes right away or drive down the road 15 minutes and then stop to do your notes. He got

mad and wouldn't answer so I pushed again for a response and he said he was thinking – he then said that he does each method 50% of the time – I told him this was a simple exercise to show him when he should make his notes – he said he didn't want to lie to me and I told him once again he was trying to set things up to blame someone else and he nodded in agreement

- Shortly after we stopped a speeder – he told me he didn't know how to fill in the township or where to sign the ticket – I told him to stop playing games with me, that after 8 months on the job he knew the answers – told him to look on his map for the township if he didn't know, and I told him to sign the tickets the way he always had – he said that he had been showed two different ways – I told him that I knew he wanted me to tell him how he should do it just so he could blame someone else if it was different than what I taught – he chuckled at me when I said this – it was very clear that he knows the games he is playing and I assured him I would point this out every time it happens

#### **20SEP09 Cst Nie**

- he asked me how to do a traffic report and provide the information to those involved – I told him to do what he was taught by PC Filman – again we discussed how it is completely inappropriate for him to set me up for a new answer to something he already knows and then blame another officer when it is different and he agreed – we discussed how there are several methods to provide traffic report information

#### **23SEP09 Cst Nie**

- PC Jack was served with an internal complaint about associating with undesirable people – he asked what he should do and I told him to call the association but I didn't want to know details
- Throughout the night he continued to bring up how he was not associated with those bad guys from the gym – he asked me if I remembered going to the [REDACTED] the other night and that it was owned by a drug dealer – asked if I remembered him talking about that guy [REDACTED] who he said had gone to [REDACTED] – I said that I remember telling him I had heard that the owner was into drugs and that I had stopped [REDACTED] for a twelve hour maybe five years ago – he said that he knew all those guys before he was police and hasn't talked to them for over five years – he said once he was police and found out they were bad he stopped going around them
- We attended a call a [REDACTED], the complainant, [REDACTED] immediately called PC Jack by his first name when we arrived and said "you don't remember me do you" - PC Jack said yes that it was from the gym and they discussed doing handstand push-ups – the complainant was very vague with his information about why he called and said "look Michael, you know all the history here so I don't need to get into it" – he

- then said that he knew that the conversation was being recorded – I stepped in and assured him that nothing was being recorded and the complainant said that PC Jack knew what he meant – I asked PC Jack what he was talking about and he looked very white and said nothing – I again told the complainant that nothing was being recorded – the brother of the complainant was arrested for prevent breach of peace after it was apparent to me that he would not calm down as he was drunk – I told PC Jack to arrest the male as I had had enough – at no time did he read RTC or Caution – when I brought it up 3.5 hours later he attempted to blame me saying that he was going to but I rushed him saying we needed to get back to the office quickly before the male damaged the cruiser – I explained that all he had to do was admit that he forgot but he kept trying to excuse it by blaming it on being rushed – I said if that was true he could have done it in the car on the way in or at any other time over the 3.5 hours – he said that he didn't do it there because he thought for safety the guy had to be in the car to read his rights because that is what he watched everyone do – again told him to just admit he forgot as that was better than to blame me for it – he just nodded his head but appeared angry
- He left to purchase gas and came back with a name on a piece of paper – he asked me if I knew that a Russian guy owned the Pioneer gas station – I said I had heard that and he showed me the paper and asked me to pronounce the name – I asked why and he said that he was in line to pay and noticed his name on his diploma – he said it was a Canadian version of the Russian name and again asked me to attempt to pronounce it which I did – he then walked away – very odd

#### **24SEP09 Cst Nie**

- stopped beside cruiser on shoulder in live lane of traffic – Highway 7 by Norwood – no emergency lights and traffic was coming up behind us
- upon entering EMS base in Norwood, PC Jack spoke with paramedic and had a short conversation which I was not present for all of it – when he left to go to washroom paramedic made symbol of a square and stated that “that guy can't think outside the box eh?” something he picked up on within a short time frame – also kept rolling his eyes at me listening to PC Jack attempt to clear a call with someone on the phone and get details
- discussed with him the fact I had heard twice about the recording device – denied it outright and had no explanation for call from last night – said it was a mistake that the guy thought he knew him, confirmed he had never been to 920 Kelly before and did not know any history as Steve Ryan had stated – told him it bothered me that I felt like the outsider not privy to details that he and Steve knew but weren't talking about – he said Steve was mistaken – I said I just was asking about what I heard and why he said it – PC Jack said he was probably just talking about police recording things in general and I said no, he was talking directly to you – again he denied knowing any history and had no explanation – told him if I ever

found out he was recording me without my knowledge we were finished and he could find a new coach – told him the Sgt. was aware that I was talking to him about this – he became upset and said it was just another thing he was being threatened with – confirmed that I was not threatening him, just giving him facts as I saw them – he said he couldn't understand why I was asking things, told him I was just connecting the dots that were in front of me and I wanted an explanation

### **02OCT09 Cst Nie**

- attended crime scene near Burleigh Falls – PC Jack advised he had never done one before and needed direction – he was given a crime scene log from the prior officers that he was relieving and was told to fill in the blanks with the appropriate responses as it was straightforward – at one point he asked if licence plates should be written down and people that passed by – he was given direction as to what I thought was appropriate or not – he then got out and showed me a copy of a log that he had found with instructions on what to do – I told him this was another example of him setting me up to tell him something different than what he already knew to do
- teleconference with Kent Taylor and Staff Campbell discussing the need for remedial driving
- family dispute call – PC Jack got to the point where he had no idea what to do and told the complainant that he needed to have me explain what to do because I was more senior and had better knowledge – he tried to justify it by saying that I knew more about banking and mortgages which I explained had nothing to do with the complainants questions – the son of the complainants girlfriend attended and was irate- PC Jack appeared nervous and was very concerned by his words “oh no” when he saw the son punch his truck in the driveway - it was explained to PC Jack that I was not certain he felt confident to look after that situation had I not been there – it appeared it would have gone out of control quickly – he even needed direction at the beginning of the call to keep the involved parties separate

### **08OCT09 Cst Nie**

- near start of shift had to transport a prisoner to court – attended cell area with PC Jack, two other members of the shift were present as well – PC Jack had all dealings with guard and a female prisoner walking by without talking his gun off – began completing prisoner form for a release as opposed to a transfer – when he went to get our prisoner I pointed out his gun and he said he knew – I told him he didn't or he would have taken it off – also pointed out that he didn't search the accused - once at court he

opened door and just let accused walk up to jail, did not do proper escort or take any control – when asked about this he confirmed he knew proper escort techniques but assessed the situation and felt the accused was compliant – told him never to defer from his training – said he didn't search because the male came from our cells, confirmed we had already talked about searching prisoners before – said that he missed the things in the cell because he said too many things were going on at once and he got confused

### **12OCT09 Cst Nie**

- when approaching a collision scene in Apsley, PC Jack was so excited that he parked on top of the evidence of the collision – only focussed on getting to the call, another officer was already there so he could have thought things through - talked about multitasking and how he needs to observe these things prior to destroying evidence
- while attending domestic call with unwanted male at residence, PC Jack chose to drive at less than speed limit, no lights or sirens – said that he felt getting to call minutes sooner would not help as the “headlock” and domestic were already over – explained to him about risks at domestics, etc
- asked PC Postma on air how fast he was travelling and how he didn't think he could catch up to him
- once at the domestic, he spoke with the victim and did not even check whether she had been assaulted or not – appeared unsure how to handle the information she was giving him
- when completing DVSR – he did it more like an interrogation than a victim report – when she was unsure of an answer he told her very firmly it was an important question and she needed to answer

### **13OCT09 Cst Nie**

- after leaving call on Indian Road, he approached a curve in the road and stopped completely – approaching vehicle wanted to turn across us but had no idea what PC Jack was doing
- traffic stop in Havelock – allowed car to pull in behind him then it turned into a parking lot – he stopped in live lane and put rear lights on – then let driver walk up to cruiser – discussed proper vehicle stops again – driver also pointed out that PC Jack did not complete proper stop at railway crossing stop light – with same driver, PC Jack asked to run plate and was told to stand by – when he was told to go ahead he missed the call as he was making notes



### 16OCT09 Cst Nie

- stopped several cars along Highway 28 north of County Road 4 – had to discuss again several times about proper and safe vehicle position during stops – each time I would correct one issue he would fix it but a new one would come up – having great difficulty in assessing where to stop and how to stop vehicle safely – too much to consider all at once in his words
- while doing RIDE, had truck approach with MAR09 val tag – saw him look at tag when approaching then asked no questions about it and told driver he could leave – I continued with questions and told driver to wait, resulted in 1072 driver

### 17OCT09 Cst Nie

- at start of shift, PC Jack advised we had a traffic complaint to go to but it was ten minutes old and vehicle was tailgating and passing unsafely, he then said he had to do log-on sheet because dispatch didn't have one – we headed to shift briefing and he appeared very stressed and informed OIC Postma that log-on was not done – he was advised to leave it for now and it would be sorted out by Postma as we needed to figure out zones as 4 people were off – PC Jack just sat there and stared at table appearing frustrated – when briefing was over he told me we had another traffic complaint and it was threats, someone gave another person the finger – I asked if there was a plate and description and he confirmed there was so I said we had better go – he got upset saying that he had to do the log-on and raised his voice at me – I told him to relax that it was not a big deal, he could just ask someone else to do the log-on sheet – within 30 seconds Postma walked back in and asked PC Jack to do the log-on before we left if we had the time and told him three times what to log people on as including himself– PC Jack became obviously frustrated and started muttering things under his breath about being asked to do two things at once – he finished the log-on and walked out – I 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 – I 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 – I 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 – I told him to take a breather and start over – he said he had no idea what to do and that everything he did was wrong – we sorted out what he had heard with the traffic complaints – I then called back to dispatch to confirm and there were more details that he had left out – explained this is why I have seen he has difficulties listening, hearing, etc

because he only gave partial information to me. I explained to him that if he can't handle more than one thing at a time than to tell me and I will make sure we just do one thing until he can handle more

- call for rollover with three suspicious youths on Burnham line – as he approached the scene obvious skid marks were observed in fresh gravel – he didn't slow down and drove right past the car in the ditch and the kids standing on the road – second officer on scene questioned why we drove past scene – when deciding where and how to turn around, he drove into a large pothole where the ground had washed out, inches away from rolling us into the creek at the side of the road
- when dealing with the youths, he just stood there and watched PC Clark – was unable to determine that he could assist by separating the youths as they were being evasive with Clark – he only did so when he observed me take one youth out of the group
- at threats call in Norwood with HBD male, he began questioning to assess whether threats existed or not – he was prepared to take complainant to residence without confirming the type of situation he was heading into – he knew the complainant was scared to go home because his girlfriend had told him the suspect was there – I clarified the details and then explained how we could take the complainant home to his private apartment, no threats were actually made, and we did not have to speak with the suspect because he was most likely passed out drunk (from prior info from PC Stimson)
- call on Old Norwood Road – we had to drive intoxicated male party 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 – then admitted to me that he did not intend on making sure the drunk guy was looked after by his parent

## **21OCT09 Cst Nie**

- PC Jack attended MVC call alone on County Road 2 (he had started early and did not inform dayshift Sgt. that he was not to ride alone – he arrived at 2 car mvc at 1711hrs – not blocking lanes – called his coach officer at 1910hrs to advise he was complete – said delay was getting tow truck as he allowed involved party to call for tow for the victim instead of confirming himself – traffic report was not completed in this time frame as well – explained how this could have been done faster
- Discussed the lack of notes with him for call – no indication of damage, no diagram, no summary, no weather/road conditions – advised he had some of the details on the traffic report and it would be on his ticket – then advised he determined that it was not an important call so he didn't feel the need to waste time on very thorough notes

## 22OCT09 Cst Nie

- while having conversation on a teaching point, PC Jack observed vehicle he wanted to stop on Dummer-Asphodel road – told me to stop talking to him as he could not concentrate on both things at the same time
- PC Jack stopped five vehicles in the first half of the shift and gave out three warnings for speeding – two of the three were warnings because he said they were nice people, the third was because they looked poor and could not have afforded the ticket – the one speeder he did charge was a hockey scout driving a nice vehicle – told him not to discriminate about how people looked as a gauge on whether to give a ticket or not – said it was his discretion to make these choices – advised him that his choice better be because he was not confident with the speed of the vehicle rather than “she was nice” or “they looked poor”

## 26OCT09 Cst Nie

- abandoned m/v on 115 – PC Jack stopped cruiser in front of vehicle on a curve as he couldn't decide whether he should stop or not – finally made choice to stop and cut across in front of the vehicle then repositioned behind as better position for safety and tactics
- traffic stop on County Road 1 – 80km/h zone – stopped cruiser in live lane – said he was doing this for an offset – agreed he was not trained this on highway stops – caused long line of traffic stopped behind cruiser - while approaching the vehicle he appeared nervous, touching various radio buttons and 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
- vehicle stop on County Road 29 – felt vehicle was unsafe as indicator light on drivers side was missing at front – turned around and stopped vehicle – expired insurance, and driver had full plate of hot food on passenger side floor – appeared he placed it down upon stop – PC Jack missed hearing a radio call to his unit during the stop – appeared stressed by what to do with individual – advised it was clear he had no insurance and was going to write part III summons – explained to him that slip was only expired and to maybe clarify with driver – subsequent call to insurance company revealed valid policy in effect – no concern was given to the plate of food that was obviously going to be eaten
- PC Jack attended Chemong RV for follow-up to theft occurrence RM09125442 – on July 13 he received a call about vandalism to a pop machine with the money being stolen – complainant called for information only and PC Jack took report but did not attend call – on August 18 he gets voicemail from cousin of original complainant advising there was a theft of his belongings from the same time – between August 18 and October 7 PC Jack plays phone tag with the complainant as he is a truck

driver and PC Jack had vacation – on October 13 the complainant faxes a statement with a list of stolen items – PC Jack's first thought was that there was an insurance scam going on – he was asked why he never attended the incident location given the situation – how can you solve a theft without attending the call – his reason was that the original call was for information only, and the second call he could never get a hold of the complainant – he was made to attend the call on October 26 and spoke with the original complainant – the point of entry onto the property was located and the complainant advised that the grass was packed down like a trail at the time of the theft – the coin changer from the pop machine was still located in the back of the property – it was explained that the call could have been completed some three months ago had he just attended the call

### **27OCT09 Cst Nie**

- missed radio call while talking to person at collision scene
- call was on radio where night shift was looking for a stolen vehicle – PC Folz advised he had two people under arrest at Airport Road by train tracks – advised PC Jack of information and he said he heard – did not appear to be in any type of hurry to assist his coworkers – PC Pitts confirmed he was leaving at the same time – had to repeat location to PC Jack three times prior to even leaving the parking lot – encouraged him to move faster so we could help our 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 – wanted more details than just “go here to help the officers”
- dispatched to deer on road on County Road 4 – PC Jack advised there was no point in attending as roads department had already been advised – convinced him we needed to attend and found dead deer in the middle on the westbound lane – PC Jack removed the deer himself - discussed the need to attend as things may unfold differently than thought – can't count on others to always do our job
- collision with vehicles in an apartment building parking lot – PC Jack advised he would be charging the driver with Careless driving – he let at fault driver leave scene to attend court and kept her I.D. – after discussion explained problem with careless driving charge and the need to now return I.D. that could have been returned at the time
- disabled vehicle in turning lane on Highway 7 at 7<sup>th</sup> line Asphodel – two cars were facing each other attempting boost – PC Jack realized something was wrong but continued to drive right past the involved people – then had to return to his original position to be the safest – could not piece everything together when first approaching the scene – caused more concern as driving past problem at 5km/h
- drove past Good Life fitness club and PC Jack said “that's the gym where they say I hung out with the criminals”

### **30OCT09 Cst Nie**

- advised that he was told to stay on OT on Tuesday night to take a prisoner to Kingston with PC Foster

### **31OCT09 Cst Nie**

- spoke with Sgt. Butorac about evaluations – he advised that PC Jack volunteered to go on prisoner run on Tuesday – said he was “jumping out of his skin to go” – found it interesting given that he told me that he was told to go

### **01NOV09 Cst Nie**

- PC Foster advised me that during the trip to pick up the prisoner with PC Jack that they each took a turn driving – he described PC Jack as “he is the worst driver that I have ever driven with”
- 0512hrs – dispatched to family dispute call where the caller has almost had their finger bitten off during an altercation – PC Jack described it as a high priority call when we were getting ready to go – he gets in cruiser and starts to look for location on map – County Road 2 – told him he knows where it is so we should be already driving as he has been on the road several times – PC Pitts also advised him to drive down Bensfort Road which he knows where that is as well – we proceed down the ramp onto the highway and he proceeds to drive approximately 75km/h – just prior to the first exit PC Pitts drives past us lights and sirens activated – PC Jack then proceeds to accelerate very quickly and appeared flustered as he tried to activate the equipment – we were travelling down the off ramp at approximately 120km/h as he was trying to catch up to PC Pitts and I cautioned him to dump speed as it was a 90 degree turn – the tires made a loud squealing sound as they tried to maintain traction and we slid into the oncoming lane (no traffic) – the entire way to the call he attempted to catch up to PC Pitts – several times saying “oh God, and oh my God” as he could see that he was falling behind or losing sight of PC Pitts – the entire way I cautioned him about driving within his own abilities and not playing catch up to another officer – asked him why he would drive under the speed limit if it was such a high priority call in his mind – he said that he wanted to let PC Pitts go past on purpose so he could follow him to the call – I told him that was not true as he would have explained that to PC Pitts when he was beside us at the office, or on the radio at the very least – told me he couldn’t think about it now as there was too much going on – as we approached the house you could see PC Pitts cruiser in the driveway and he drove right past the house and number – he would have completely missed it had I not yelled at him to stop – again appeared extremely flustered and overwhelmed

## 05NOV09 Cst Nie

- PC Jack was coming back from driver training in Lindsay – in an unmarked cruiser in civilian clothes, no gun – he had asked Sgt. Butorac what vehicle to take and was told to use the unmarked – PC Jack failed to tell the Sergeant that he already had a conversation with me and the staff sergeant who told him to go in uniform in a marked cruiser if nothing else available – on the way back he did a rolling marker check on an expired plate – the dispatcher asked if he was stopping the vehicle and he said no that he was not in uniform – he then advised the vehicle was weaving and asked for another unit nearby – PLPS and PC Foster began making their way – he updated that the vehicle went into Sobey's parking lot, then looped around and came back out, then went to another parking lot – Foster and a city officer attended, PC Jack pointed out the car and then left – he did not tell them who the driver was – discussion was had between Jack and sergeant and coach – he set himself up to fail – shouldn't be calling in plates when in cruiser with no uniform – should have stopped car in lot if he thought it was a drunk – risk of doing so with no uniform – should have stayed to identify driver
- PC Jack staying late to work on case from earlier in week – was interviewing suspect – covered off two possible outcomes given the information he provided in the case – told him no matter what to not lay breach charge for keep the peace alone – get call at home from day shift that crown attorney freaked out over brief and gave it back to PC Paradis/D'amico – they laid 8 criminal charges – PC Jack was asked why he laid the one charge I told him not to as the court would freak out – said he didn't remember me telling him not to though he remembered everything else about my instructions that day – told him I was really upset and pissed off – explained how lack of information once again led to incorrect advice and a huge problem as a result
- Reviewed statements with him – questioned why he never explained to me that victim had her head bashed on floor 4-5 times, or that she saw the accused drink alcohol – explained that these basic points would have led to different advice being given
- Explained to him that he no longer will switch shifts to not work with me – I will have to hold his hand through each occurrence in order to ensure things are done as asked – said that I tried to give him some latitude as he has 10 months on but now I can't

## 09NOV09 Cst Nie

- PC Jack arrested male party for 253 while working with another officer

- Brought accused into cells though never advised me he was working on things – went to check on him and assisted with paperwork – told me he was going to release YO on PTA – asked when parent was coming and said they had left a message – reminded him of notice to parent and fact that he needed to release the kid to an adult – kid asked to lie down in cells, PC Jack asked my permission to do so – couldn't decide for himself – then let the accused go into cells with jacket, belt and shoes on with laces – stopped the kid and then muttered something about searching him already and asked him if he put anything in his pockets since he was searched – I then pointed out he could not be in the cells with his jacket, shoes, and belt – later confirmed that he had his notes complete, and all release documents were done – said he needed to stay as he told the mother he would be here when she arrived – told him there was no need for him to stay that dayshift could release – he then asked to stay for a learning experience and I told him no as he had done a release before – told him it was just an excuse to delay things so he could stay around – made him go to dayshift and ask for someone to release – as I was leaving he came to me and said we had missed a G2 charge – told him not to bother as the over 80 was good enough – he said PC McNab told him he had to lay it as well – said I wasn't telling him what to do but he could tell PC McNab thanks for the suggestion but all the paperwork was done – spoke with McNab the next night and he advised he only told Jack about the possible charge if he wanted it, not that he had to lay it

#### **10NOV09 Cst Nie**

- attended family dispute call – son on probation for domestic assault had gotten into fight with his grandpa, then came to the family residence and was arguing with father and brothers – PC Jack spoke with involved parties – he removed father from kitchen (like a suspect) and then spoke with him in living room – after he was done he sat for a minute and then asked the mans permission to speak with me – the man appeared very confused as to why he would ask this – at no point did he ask about the status of the grandpa and if he was injured – upon going outside to discuss he advised he was going to arrest the male for breach of probation for keep the peace – told him I couldn't understand how he just was reprimanded for doing this yesterday as a result of his charge last Friday – how could he be doing this again with the same charge – asked him if he didn't learn something – said he needed to think for a moment – told him it was obvious he was uncertain what to do with the occurrence – had to tell him his options – he had also told the father that they could have a no alcohol condition placed on their son – told him he needed to correct this because he was telling them the wrong things – he denied saying it that way but just prior to leaving the father asked how they could get the condition added that Jack had talked about – explained to him that information was incorrect and we apologized

13NOV09 Cst Nie

- during traffic stop on Highway 28, PC Jack stood in front of suspect vehicle making notes – discussed again how this was unsafe and that although they were seniors we had discussed proper safety concerns before
- during one vehicle stop he wanted to give an Alcotest – placed male in rear of cruiser without checking pockets – when he was asked to turn on the interior light to see the male he started pushing all the emergency equipment and shut off the lights while on the side of the road – took three attempts for him to get the correct light as he was so flustered – did not notice he had turned off emergency lights
- another point during the night we had a vehicle approach us in our lane – we were in left turn lane and vehicle was in our lane – PC Jack appeared very nervous, he recognized the car was in our 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 – I told him to turn around immediately and stop the vehicle – when he did I noticed the car turned into a driveway – I pointed this out to him and he made a turn directly towards the ditch, about 150ft short of the driveway – when our tires touched the gravel shoulder he swore and drove up the shoulder until the driveway – this was all on Highway 7 – told him I would drive for a bit until he regrouped and got himself back together
- while driving down Birchview Road (60km/h zone) he was travelling at 90km/h – I pointed this out and he said it was a straight, clear stretch so it was okay – discussed how he drives below the speed limit on patrol and to calls but this time was 30km/h over the limit
- told by PC Read that PC Jack had approached him and told him he had heard a rumour that he had more than one coach officer while I was coaching him – Read said he told him that I was his only coach the entire time
- I called PC Jack on his way home from work and asked him about who told him the rumours – said that he had “overheard this is one of his ears in passing in the constable room” – said he went to Read to confirm the rumours – told him I wanted to know who had said the rumour because I was going to deal with them too – he said he didn't feel comfortable telling me because he didn't want to get someone else in trouble – asked him what business of his he thought it was to ask Read this information – said he thought he was being honest by going to the source to confirm the rumours – he told me he would tell me in person on Friday who he had heard the rumour from



### 13NOV09 Cst Nie

- when walking into work met PC Duignan in parking lot – he told me that PC Jack had approached him and was all scared and upset that I had confronted him on who was spreading rumours and that he didn't know what to tell me – said he told PC Jack to tell me the truth – PC Duignan said that he felt sorry for PC Jack and was just trying to give him some helpful advice – said that he had asked PC Jack for a ride home one day and they talked in the car – said that he told PC Jack that he heard he was having some struggles and that he should talk to PC Read because he thought he had some difficulties as well – PC Duignan said he was only trying to help and he hoped I wasn't taken things any further – told him I appreciated him telling me what he did

### 14NOV09 Cst Nie

- had discussion with PC Jack about why he approached PC Read asking questions about his probation period - wondered why he had not approached me about it the night before when he said he would – he began to say that he thought I already knew because PC Duignan had talked to me – he stopped what he was saying before he mentioned Duignan's name – I asked him if he wanted me to finish his sentence and I put Duignan's name in and he appeared very nervous – told him that I had spoke with Duignan who told me that they were in a car together and had a private one-on-one conversation about things – asked why he told me he had overheard things in the constables room in one of his ears instead of telling me the truth – said he knew that Duignan was in "lots of shit" and he didn't want to get him in trouble – asked him to explain why he would lie to his coach, the one person trying to save his job, and side with the person who in his words was in shit – said that he was just trying to be honest by going to the source – he said that Duignan was the only person that provides him with emotional support and that's what he needs – told him I was sick and tired of playing games and could not stand it when I am being lied to – said that he thought he was being honest and was not trying to play games – told me I was making a mountain out of a molehill – said this was not the case when someone lies to me – he admitted he lied because I put him on the spot and didn't give him time to think of a response – then he said when he talked to Duignan that he suggested to tell me that he had just overheard things in passing and not to say where he had heard things from – asked him if I needed to give him notice next time I wanted to confront him with an issue and give him time to prepare an essay for me as a response - later he said "you say you are sick and tired of me – well I am sick and tired of being accused of playing mind games" – told him that was exactly what I was talking about – he was twisting my words to make me look bad – explained I never said I was sick and tired of him, just that I was sick and tired of the games and he agreed

he knew what I meant – then he went on to say that people in their own countries are subconsciously biased towards people from other countries – said that we like to protect our own home and land from visitors – said when he first came to America that he hated Americans because they treated him poorly – said that as he stayed here longer he grew to like people but others did not like his accent and behaviours – said that we all are like that in our own countries – told him that I was upset that he could even suggest that about me and that if I ever heard that come up again I would lose my mind – said that I would not tolerate him accusing me of being biased towards him or his accent – said that he didn't mean me specifically just people in general – told him that I had been down this road before (briefly explained PC Chase) and said that neither I or my family needed this – gave him a brief account of the racism allegations that were suggested and how PC Chase told me that other officers were telling him to lie about me to save his job – PC Jack said he didn't mean to put me and my family in this position – told him again he was twisting my words – confirmed he understood that it was the other officers, not the recruit that had caused the problem – told him that I was the one trying to help save his job and it was very odd that he would lie to me – started to suggest that he had a sleeping disorder and that's why he talked to PC Read about his medical issues – told him again that PC Read's situation was none of his business and he should not have asked about it

#### **19NOV09 Cst Nie**

- two hour meeting with Sgt. Butorac, myself, and PC Jack - PC Jack explained that he feels that when he is with me there is an axe above his head the entire time. He said it is a love-hate relationship - he loves my teaching but hates how intimidating it is to be in the car with me. He said that what I am seeing is not representative of how he would perform if he was alone. He said that he feels so much pressure to do things right with me that he screws up all the time. He then went on to explain the psychology of this and how when I point out the mistakes that he is making that everything is always negative. He said he does not have 100% trust in me for my motives - he said he feels that maybe I am documenting everything to cover my ass in case he is fired and there is a lawsuit that happens. He said that there were things written about him in the evaluation that were not true. When asked what motivation I had to lie he just nodded his head when I stated I had no reason to lie. He said that his biggest problem is me as I am watching over his every move - He was assured by both of us that we only had his interests at hand in attempting to help him pass. He confirmed he knew that but could not change how he felt. He was asked if he felt that if he was with someone else could he perform better. He advised that there was no point as a new person would have to learn all about him and it would be like starting over. He

said if I was his coach from the start that he would not be in this position - he feels I expect too much from him and I said only what is expected from a recruit at their 11th month. He feels he would be at standard had I been coaching him from the start and that's why he is behind - The Sergeant explained to him that he has no choice but to work in this situation - that he is being watched by his coach. He acknowledged this but still felt he would be fine if by himself and not under pressure. It was re-iterated that stress and pressure were parts of the job and he needed to be able to perform under these situations as well. He commented how he forwards emails and work to his house so he can work on them without distraction, that there is always too much going on around him at the office and pressure to be out on the road. I told him this was exactly one of the points we were making - he has to be able to work effectively even with all the distractions

[REDACTED]

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**From:** Campbell, Ron (JUS)  
**Sent:** September-14-09 10:44 AM  
**To:** Johnston, Mike P. (JUS)  
**Cc:** Kohen, Colleen (JUS); Flindall, Robert (JUS); Nie, Richard (JUS); Postma, Jason (JUS);  
Butorac, Peter (JUS)  
**Subject:** FW: JACK WIP masterc.doc  
**Attachments:** JACK WIP masterc.doc

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

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

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

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

Ron and Colleen,

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

Coach Officer's Comments:

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

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

### ACTIONS/STEPS TAKEN TO CORRECT PERFORMANCE DEFICIENCIES: (specify time frame to compete) *To be completed by Accountable Supervisor*

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

9) See number 5 above.

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

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

### Comments mandatory at all levels

Accountable Supervisor's Comments:	
It is expected that PC JACK, at month eight of his probationary period, will show the necessary knowledge, skills and abilities to proper rectify the deficiencies in his current PCS066. Each goal is more than achievable with his experience level and should be easily obtained with the guidance of his new coach officer.	
Accountable Supervisor's Signature:	Date:
Probationary Constable's Signature:	Date:
Detachment Commander's Comments:	
Detachment Commander's Signature:	Date:
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate)	Date:

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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



**Tkatch, Tatiana (JUS)**

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**From:** Johnston, Mike P. (JUS)  
**Sent:** September-14-09 11:07 AM  
**To:** Campbell, Ron (JUS); Flindall, Robert (JUS); Nie, Richard (JUS); Kohen, Colleen (JUS); Postma, Jason (JUS); Butorac, Peter (JUS)  
**Subject:** FW: JACK WIP masterc.doc  
**Attachments:** JACK WIP masterc.doc

All

Detachment Commander's comments added.

Mike

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

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

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

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

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

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

Ron and Colleen,

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

Coach Officer's Comments:

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

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

### ACTIONS/STEPS TAKEN TO CORRECT PERFORMANCE DEFICIENCIES: (specify time frame to compete) *To be completed by Accountable Supervisor.*

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

9) See number 5 above.

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

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

### Comments mandatory at all levels

<b>Accountable Supervisor's Comments:</b>  It is expected that PC JACK, at month eight of his probationary period, will show the necessary knowledge, skills and abilities to proper rectify the deficiencies in his current PCS066. Each goal is more than achievable with his experience level and should be easily obtained with the guidance of his new coach officer.	
Accountable Supervisor's Signature:	Date:
Probationary Constable's Signature:	Date:
<b>Detachment Commander's Comments:</b>  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:
<b>Regional Commander's (or designate) Comments:</b>	

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

Regional Commander's (or designate) Signature:	Date:
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<b>RESULTS ACHIEVED</b> <i>To be completed by Accountable Supervisor</i>

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

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

[REDACTED]

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**From:** [REDACTED] Mike P. (JUS)  
**Sent:** September-23-09 8:37 AM  
**To:** Campbell, Ron (JUS)  
**Cc:** Kohen, Colleen (JUS)  
**Subject:** FW: Old occurrence involving PC JACK

Ron/ Colleen - Confidential

FYI

Mike

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**From:** Flindall, Robert (JUS)  
**Sent:** September 22, 2009 9:18 PM  
**To:** Johnston, Mike P. (JUS)  
**Subject:** Old occurrence involving PC JACK

Inspector,

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

Regards,

**Robert Flindall**  
**Sgt. 9740**  
**Peterborough County OPP**  
**VNET 508-4120**  
**Tel : (705) 742-0401**  
**Fax : (705) 742-9247**

**From:** Campbell, Ron (JUS)  
**Sent:** October-08-09 9:19 AM  
**To:** Kohen, Colleen (JUS); Butorac, Peter (JUS); Nie, Richard (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS); Salter, Peter (JUS)  
**Subject:** FW: PC Jack evaluation draft  
**Attachments:** Recruit Prob Eval(jack#9).doc; Recruit Prob Eval (Jack work improve #9).doc

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

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

**From:** Nie, Richard (JUS)  
**Sent:** Wednesday, October 07, 2009 4:25 PM  
**To:** Campbell, Ron (JUS); Kohen, Colleen (JUS); Salter, Peter (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS)  
**Subject:** PC Jack evaluation draft

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

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

Rich



Ontario  
Provincial  
Police

File: 291

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

<b>Probationary Constable Category (select one):</b>	<input checked="" type="checkbox"/> 4 <sup>th</sup> Class Constable, Probationary Status    Report Month:    9 <input type="checkbox"/> Experienced Officer    Report Month:    select month <input type="checkbox"/> Amalgamated Officer    Report Month:    select month
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<b>Surname:</b> JACK		<b>Given Name:</b> Michael	
<b>Badge:</b> 12690		<b>WIN:</b> 393080	
<b>Detachment/Section:</b>	Peterborough County	<b>Region/Bureau</b>	Central East
<b>Evaluator:</b>	PC Richard Nie	<b>Badge:</b>	10517
<b>Evaluation Period:</b> (DD/MM/YY) <b>Start:</b> 09/SEP/09		<b>End:</b> 09OCT09	
<b>Probationary Period Start Date*</b> (DD/MM/YY) 09JAN09			
**4 <sup>th</sup> 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.**

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

JOB KNOWLEDGE & SKILLS	RATING
<p><b>ATTITUDE TOWARDS LEARNING</b></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 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.</p> <p>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.</p>	<p><b>Does Not Meet Requirements</b></p>
<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>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.</p>	<p><b>Meets Requirements</b></p>

**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><b>TRAFFIC ENFORCEMENT</b></p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: PC Jack has written 4 provincial offence notices during this time frame. According to RMS, for this month he had 21 calls for service of which 10 were reportable incidents. PC Jack is often content on staying at the detachment to complete paperwork. He has difficulty prioritizing his tasks to allow for more enforcement. He will get focused on one task or assignment and not be able to think about proactive things until he has the first completed. He is being taught to use the community policing offices to complete his work as opposed to wasting time by driving all the way back to the detachment after each call.</p>	<p>Does Not Meet Requirements</p>

COMMUNICATION SKILLS	RATING
<p><b>ORAL</b></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><b>WRITTEN</b></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><b>LISTENING SKILLS</b></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><b>NON-VERBAL</b></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><b>RADIO COMMUNICATIONS</b></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><b>COMMUNITY FOCUS</b></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>	<p>Meets Requirements</p>
<p><b>VALUING DIVERSITY</b></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><b>DECISIVE INSIGHT</b></p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: PC Jack has a lot of difficulty in this area. He is very intelligent person and is extremely book smart. His struggle comes when he attempts to convert this book knowledge into practical use on the road. PC Jack attempts to fit every incident into a mold or proforma that he can follow in future calls. As long as the call plays out identical to the one he experienced before, he does a good job. When the situation changes, PC Jack runs into trouble as he attempts to do things from the way he has memorized before.</p> <p>On 19SEP09 PC Jack observed a pedestrian walking down the road carrying a cup. PC Jack's first reaction was to say that he thought the man was drunk. His reasoning was that it was at night and he was hiding a cup. He proceeded to stop the cruiser (half in a live lane with no emergency lights) and speak with the male. The male was going for a walk with his Tim Horton's coffee. PC Jack was very awkward with his approach and it caused the male to look at his coach officer for clarification as to why he was stopped. The male actually asked if he was doing something wrong. The minute he realized it was a coffee cup and the male wasn't intoxicated he should have changed his approach away from interrogation to a friendly chat, which is was unable to do.</p>	<p>Does Not Meet Requirements</p>
<p><b>ANALYTICAL THINKING</b></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</p>	<p>Does Not Meet Requirements</p>

<p>problem lies in translating these to the individual situations he is dealing with. He has trouble connecting the dots or piecing together the key elements to develop a solution. He gets so focused on patterning himself after the way he did things before that he cannot adapt to the current set of circumstances.</p> <p>For example, in the incident mentioned earlier involving the youth on the bicycle, PC Jack would take the constructive criticism and take it to mean that he should stop every youth on a bicycle without a helmet and no light. He has trouble deciphering between what procedures are set in stone and which ones are flexible. In this example, PC Jack was reminded that the 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><b>RESOLUTION</b></p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: PC Jack has trouble determining what is the most appropriate solution to a problem he faces. He either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting his decision is correct.</p> <p>At a stand by keep the peace call on 15SEP09 PC Jack was unable to reach either the complainant or the homeowner at the time of the call. He decided to attend the residence and determined that no one was home. He then proceeded to call the dispatcher and have her call the complainant to attend and gather her belongings. The coach officer stopped this and asked PC Jack why he would have someone come to get there belongings alone without being able to ensure they didn't take the homeowners property. He blamed his lack of judgement on other officers he worked with saying he thought he had seen them do that before at a stand by. When he was asked to explain the circumstances of that call, it was clear that it was not a similar incident and he agreed that the details were different.</p>	<p>Does Not Meet Requirements</p>
<p><b>FOLLOW-UP ORIENTATION</b></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><b>INITIATIVE</b></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</p>	<p>Meets Requirements</p>

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

<p>asked to call the dispatcher for details. Upon returning to his coach, he advised that there were three calls outstanding and he had taken details on a stolen vehicle. He was advised to call back and get all three call details, and then prioritize which one to deal with first. He returned to advise that the threats call was not in his zone. It was explained how with only three day shift officers working for the first hour of the day, he would be taking calls in every zone. After 45 minutes he still had not contacted the complainant for the threats call which was obviously the most important call.</p>	
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INTERPERSONAL ATTRIBUTES	RATING
<p><b>INTEGRITY</b></p> <p>Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p> <p>Specific example:</p>	<p>Meets Requirements</p>
<p><b>RESPECTFUL RELATIONS</b></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:</p> <p>PC Jack has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. Unfortunately, he has not gained the trust of his coworkers with his decision to answer shop. As mentioned previously, PC Jack continually asks questions that he appears to know the answers to already. It appears that he is well aware of the fact that he is doing this as he has chuckled sometimes when his coach officer has pointed it out to him. He respects the skills and expertise of his partners, however has shown that he will blame another officer rather than admit a mistake.</p>	<p>Does Not Meet Requirements</p>
<p><b>SELF-CONFIDENCE</b></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:</p> <p>PC Jack does not show a lot of confidence in doing his job. When accepting criticism he often goes quiet and appears angry. He then takes time to formulate a response which always entails placing the blame on another officer for causing his error. He has been encouraged to trust his instincts in making decisions instead of solely relying on his coach for the answers.</p> <p>On 02OCT09 at a family dispute call, PC Jack got to a point in the investigation that it was clear that he did not know what to advise that complainant. Instead of admitting to the complainant that he didn't know what to do, he continued to attempt to resolve things by given answers that were not correct. He ultimately stopped himself by directing the complainant to talk to his coach instead because he was the more senior officer. It was explained to him that people appreciate the fact that some of us are learning a job and that honesty works best in gaining the public's trust.</p>	<p>Does Not Meet Requirements</p>



<p><b>TEAM WORK</b></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><b>SELF-AWARENESS</b></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><b>DEPORTMENT</b></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><b>APPEARANCE</b></p> <p>Projects a positive and professional image; maintains uniform and equipment.</p> <p>Specific example: PC Jack always maintains his uniform and equipment in top condition.</p>	<p>Meets Requirements</p>

## COMMENTS AND SIGNATURES

### Evaluation Meeting

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

### Detachment Commander

Comments (Mandatory):

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

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

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

Detachment Commander:

Detachment Commander's Signature:

Date: 08 Oct 09

#### **Instructions:**

At the conclusion of each evaluation period:

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

**Regional Commander (or designate)**

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)  
Signature:

Date:

**Instructions:**

At the conclusion of the evaluation period:

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

### Comments mandatory at all levels

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

### RESULTS ACHIEVED

*To be completed by Accountable Supervisor*

(1) Listening Skills - PC Jack has followed all directions as assigned by his new coach officer and Sergeant.

(2) Follow-Up Orientation - PC Jack has not shown any concerns in this area. He appears to keep his work up to date.

(3) Planning & Organizing - PC Jack is very organized individual. The concerns identified with prioritizing calls is discussed under Flexibility and Problem Solving.

(4) Provincial Statutes - PC Jack appears to have a good working knowledge in this area, no issues observed this past month.

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

[REDACTED]

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**From:** Campbell, Ron (JUS)  
**Sent:** August-27-09 3:31 PM  
**To:** Kohen, Colleen (JUS)  
**Cc:** Johnston, Mike P. (JUS)  
**Subject:** FW: PC Jack

S/Sgt Kohen

I have spoken to you in the past concerning Neal Read and would ask that I be able to approach you for assistance again concerning another recruit we have in Peterborough. His name is Michael Jack and I think you may be familiar with him.

Mike was having some difficulties and it was my opinion from review of his first 6 evaluations and information that came to light on the 7th was he was not receiving the help he needed and Mike needs some more one on one tutoring.

Added to this were his Supervisors comments at the beginning of the whole scenario that I think added to Mike's stress and were not warranted at the time. With these comments that "his job was in jeopardy" and that "he would be documenting everything he did" it appeared to me that the Supervisor was not being objective and Mike's work environment may be poisoned.

In addition when he needs a good look and some direction his present coach is going off on parental leave. Not wanting it to escalate and to give Mike a fresh look he has been switched from platoons and coach officers. His old platoon has been tasked to work on a work improvement plan and meet with this new coach and supervisor. As such I have a request to have the two shifts meet and discuss with you the plans that will be put in place. Since one shift is working days and the other nights if possible could we do this later in the afternoon say 2pm if you are available? Please let me know.

S/Sgt Ron Campbell

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

**From:** Postma, Jason (JUS)  
**Sent:** Thursday, August 27, 2009 4:59 AM  
**To:** Campbell, Ron (JUS)  
**Cc:** Nie, Richard (JUS)  
**Subject:** FW: PC Jack

Staff,

Could we set up a meeting to address Point #1 with Colleen on Monday or Tuesday? I know it may be difficult to get everyone together on this, and absent Colleen, it would be helpful to have atleast you and/or the Inspector present when we meet with Rob & Shawn. Rich and I will be working days then. Rob & Shawn are working nights this weekend and I understand they will attend any meeting on this issue for our dayshift. Hopefully we can have a game plan in place for P/C Jack's arrival.

Let me know. Thanks,  
J.

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**From:** Nie, Richard (JUS)  
**Sent:** August 27, 2009 4:43 AM  
**To:** Postma, Jason (JUS)  
**Subject:** PC Jack

Jason - I was just thinking over a few things in regards to the transfer of PC Jack to our shift and have a few request/suggestions that I feel are needed to do this right.

1. Meeting between us, Sgt. Flindall, PC Filman, Inspector Johnston, Staff Campbell, and HR rep (Staff Kohen) to go over all documentation/evaluations done to date and what improvement plans are already in place. We need a starting point to go from so that PC Jack knows what our expectations are of what he already knows and what he needs to work on. I



think it is best to have everyone mentioned present so that we all can see and hear what has been done so far - perhaps next Monday or Tuesday dayshift would be a good chance?

2. Once we have a starting point, then we, Insp, and both Staff Sgt.s sit down with PC Jack to discuss the plan with him and where he stands. Rumours that I have heard are that he has refused to sign some evaluations and has called the OPPA for advice. If this is true, then I want it documented with him and HR and our detachment command staff present so that we all are in agreement.

3. I assume that the 2% coach officer pay gets transferred to me starting Aug. 30 when he comes to shift?

I am not trying to be difficult here, just prudent. All of the rumours going around are that PC Jack calls the OPPA, human resources, or whoever else the minute he doesn't like what is happening. I want it made clear to him (which I will do) that I am not about to waste my time on someone that doesn't want to learn or accept constructive criticism. I want to give him a fair chance, but he needs to do the same for us.

Let me know,

Rich.

[REDACTED]

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**From:** Campbell, Ron (JUS)  
**Sent:** September-09-09 9:09 AM  
**To:** Flindall, Robert (JUS)  
**Cc:** Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)  
**Subject:** FW: PCS66\_JACK8.doc  
**Attachments:** PCS66\_JACK8.doc

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

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

**From:** Flindall, Robert (JUS)  
**Sent:** Tuesday, September 08, 2009 4:09 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** PCS66\_JACK8.doc

Ron,

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

Rob



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

<b>Probationary Constable Category (select one):</b>	<input checked="" type="checkbox"/> 4 <sup>th</sup> Class Constable, Probationary Status	Report Month: 7
	<input type="checkbox"/> Experienced Officer	Report Month: select month
	<input type="checkbox"/> Amalgamated Officer	Report Month: select month

<b>Surname:</b> JACK		<b>Given Name:</b> Micheal	
<b>Badge:</b> 12690		<b>WIN:</b> 393080	
<b>Detachment/Section:</b>	Peterborough County	<b>Region/Bureau</b>	Central East
<b>Evaluator:</b>	PC S. FILMAN	<b>Badge:</b>	11212
<b>Evaluation Period:</b> (DD/MM/YY) <b>Start:</b> 09 Aug 09		<b>End:</b> 09 Sep 09	
<b>Probationary Period Start Date*</b> (DD/MM/YY) 09 Jan 09			
**4 <sup>th</sup> 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.**

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

JOB KNOWLEDGE & SKILLS	RATING
<p><b>ATTITUDE TOWARDS LEARNING</b></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 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".</p>	Does Not Meet Requirements
<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. He has laid only 4 provincial offence notices during this time period.</p>	No Basis For Rating
<p><b>FEDERAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC JACK completed an Impaired driver investigation SP09191712 during this evaluation period. PC JACK was able to identify the appropriate elements required to make an arrest for this offence. PC JACK also read the appropriate rights, caution and demands rectifying issues that were identified in his previous evaluation.</p>	Meets Requirements
<p><b>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</b></p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p>	Meets Requirements

<p>Specific example: PC JACK has had no incidents in this evaluation period that would apply to this evaluation section. He continues to use CPIC, Email and RMS systems appropriately.</p>	
<p><b>POLICE VEHICLE OPERATION</b></p> <p>Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.</p> <p>Specific example: During this evaluation period, PC JACK was involved in a traffic related incident in which he was charged with failing to yield to traffic on a through highway. PC JACK's cruiser operations almost resulted in a motor vehicle collision that was witnessed by his Sergeant and a fellow officer on shift. Documentation is on file for this incident. RM09096931</p>	<p>Does Not Meet Requirements</p>
<p><b>TRAFFIC ENFORCEMENT</b></p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. He has laid only 4 provincial offence notices during this time period. During this period, it was discovered that PC JACK has been issuing speeding tickets mainly at 15 km/hr over the speed limit. He has been spoken to about this practice and it is expected to stop. You should put in here what he actually did during these 6 shifts 4 tickets does not work out to one per shift. What did he do with his time??</p>	<p>No Basis For Rating</p>

COMMUNICATION SKILLS	RATING
<p><b>ORAL</b></p> <p>Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.</p> <p>Specific example: PC JACK is professional with the public and is able to speak clearly and effectively with them in order to complete an investigation. When I last checked part of Oral communication was to illicit feedback from the sender of the message. Cst Jack is claiming after the fact he misunderstood or did not know. Should he not be speaking up and asking questions??</p>	<p>Meets Requirements</p>
<p><b>WRITTEN</b></p> <p>Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports</p>	<p>Meets Requirements</p>

<p>utilizing electronic forms such as RMS.</p> <p>Specific example: PC JACK's reports continue to be articulate and detailed. Maybe it was mentioned on the last report but part of written reports are Crown briefs. They did not logically put out the elements of the offence. In the CAO review it was unsupported statements.</p>	
<p><b>LISTENING SKILLS</b></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: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time. Maybe I am mistaken here but did we not have a meeting with him. He sat there and told us he understood and then when served his evaluation by you your words are that it was like he never heard a word.. Again is it not part of active listening to ask questions solicit feedback</p>	<p>No Basis For Rating</p>
<p><b>NON-VERBAL</b></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><b>RADIO COMMUNICATIONS</b></p> <p>Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.</p> <p>Specific example: In his previous evaluation PC JACK was issued a "does not meet requirements" for this section. PC JACK has not had adequate time to correct the issues indicated in that evaluation thus has received a "no basis for rating" on this evaluation.</p>	<p>No Basis For Rating</p>

COMMUNITY FOCUS	RATING
<p><b>COMMUNITY FOCUS</b></p> <p>Demonstrates a desire to help and serve others; works to discover and meet community needs; demonstrates a customer service orientation towards the public; develops culturally appropriate contacts that can provide support to victims of crime.</p> <p>Specific example: PC JACK has an obvious desire to help people and his community. He continues to use the CPO's in his zone and makes himself available to the public while there.</p>	<p>Meets Requirements</p>
<p><b>VALUING DIVERSITY</b></p> <p>Works effectively with a wide cross-section of the community representing diverse</p>	<p>Meets Requirements</p>

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.	

PROBLEM SOLVING SKILLS	RATING
<p><b>DECISIVE INSIGHT</b></p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time. Again I am the broken record here. It is not effective problem solving if you know you are having issues and not ask for help</p>	No Basis For Rating
<p><b>ANALYTICAL THINKING</b></p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</p>	No Basis For Rating
<p><b>RESOLUTION</b></p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</p>	No Basis For Rating
<p><b>FOLLOW-UP ORIENTATION</b></p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</p>	Meets Requirements

LEADERSHIP ATTRIBUTES	RATING
<p><b>INITIATIVE</b></p> <p>Tries to make a positive difference, improve outcomes and effectively manage problems.</p>	Meets Requirements

<p>Specific example:  During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. During this time period, PC JACK was able to proactively locate and properly deal with an impaired driver SP09191712  Did he complete any seatbelt checks any Ride checks any business visits. Did he do anything that is reflective of our business plan goals? Did he take the initiative and do anything independent without being directed?</p>	
<p><b>PERSONAL ACCOUNTABILITY</b></p> <p>Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.</p> <p>Specific example:  PC JACK continues to struggle with personal accountability. PC JACK was issued a PON for a traffic infraction, for which he has not taken any responsibility for his actions. As well PC JACK has complained on a number of occasions that he felt abandoned or didn't have help with calls for service. In a number of instances in which he's complained, it was found that he had not let it be known that he required assistance and did not actively seek out assistance.</p>	<p>Does Not Meet Requirements</p>
<p><b>PLANNING &amp; ORGANIZING</b></p> <p>Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.</p> <p>Specific example:  During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</p>	<p>No Basis For Rating</p>
<p><b>FLEXIBILITY</b></p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example:  During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.</p>	<p>No Basis For Rating</p>

INTERPERSONAL ATTRIBUTES	RATING
<p><b>INTEGRITY</b></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><b>RESPECTFUL RELATIONS</b></p> <p>Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.</p> <p>Specific example: In his previous evaluation PC JACK was issued a "does not meet requirements" for this section. PC JACK has not had adequate time to correct the issues indicated in that evaluation thus has received a "no basis for rating" on this evaluation.</p>	<p>No Basis For Rating</p>
<p><b>SELF-CONFIDENCE</b></p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: In his previous evaluation PC JACK was issued a "does not meet requirements" for this section. PC JACK has not had adequate time to correct the issues indicated in that evaluation thus has received a "no basis for rating" on this evaluation. In our meeting with Insp Lee did he not point out because of his struggles his self confidence seems to have suffered. Could you explore or comment on this?</p>	<p>No Basis For Rating</p>
<p><b>TEAM WORK</b></p> <p>Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement.</p> <p>Specific example: As a member of "A" platoon PC JACK had little to no co-operation or teamwork skills with the other members of "A" platoon. As PC JACK has been relocated to "C" platoon this section has received "no basis for rating" until he can be given an opportunity to achieve a "meets requirements" in this area. Please provide the examples of the non cooperation or teamwork issues. Such as telling ½ the story, shopping for answers. Sulking when a problem is pointed out. Not speaking to his shift mates. Not participating. You need to expand on the comment with documentation.</p>	<p>No Basis For Rating</p>

PERSONAL IMPACT	RATING
<p><b>SELF-AWARENESS</b></p> <p>Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions.</p> <p>Specific example: In relation to fellow officers, it has been noted that when PC JACK has an unfavorable conversation with a fellow officer, receives discipline or criticism, PC JACK will no longer talk to that officer. In some circumstances, this non-communication has last for some time.</p>	<p>Does Not Meet Requirements</p>
<p><b>DEPARTMENT</b></p>	

<p>Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism.</p> <p>Specific example: PC JACK remains professional when dealing with the public. To date, I am unaware of any instance that PC JACK has been faced with a confrontational person. Again this fits with the public but not even in a confrontational manner with shift mates he avoids the issue if he is corrected hardly controlling your emotions.</p>	<p>Meets Requirements</p>
<p><b>APPEARANCE</b></p> <p>Projects a positive and professional image; maintains uniform and equipment.</p> <p>Specific example: PC JACK arrives for work early and his uniform is neat and clean Maybe add he attends the gym in his off time is in extremely fit condition. How does he treat force equipment?</p>	<p>Meets Requirements</p>

COMMENTS AND SIGNATURES	
<b>Evaluation Meeting</b>	
<input checked="" type="checkbox"/> I have met and discussed my performance with my coach officer or my accountable supervisor. <input checked="" type="checkbox"/> I have reviewed and discussed with my coach officer or my supervisor, my responsibilities under the policy on Safe Storage and Handling of Firearms. <input checked="" type="checkbox"/> I have reviewed and discussed with my coach officer, or my supervisor, my performance in relation to my responsibilities under the Professionalism, and Workplace Discrimination and Harassment Prevention policies.	
Employee's Comments:	
Employee's Signature:	Date:
<p>Coach Officer Comments: During this evaluation period PC JACK was off on rest days for the majority of the evaluation period. This has resulted in a lack of content for this evaluation period. As well sue to the fact that the previous evaluation had a number of Work improvement plans and PC JACK was off he has not had a significant opportunity to rectify the identified performance deficiencies.</p>	
Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category):	Date:
<p>Accountable Supervisor's Comments (Mandatory): PC JACK has only worked 6 shifts during this last evaluation period due to his vacation leave which reflects the numerous No Basis For Ratings. It is expected upon his return to work, that he will actively meet the objectives of his Work Improvement Plans as he continues his probationary period with Platoon D.</p>	

Accountable Supervisor:	Accountable Supervisor's Signature:	Date:
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**Detachment Commander**

**Comments (Mandatory):**

During this evaluation period Cst Jack and his Supervisor and an OPPA rep met with me to discuss various issues he has had recently with his progress. Cst. Jack insists he has not had the assistance to meet the goals outlined in the evaluation. Cst Jack's Supervisor outlined the steps that had been taken to assist but were not utilized by the member. It also became apparent that Cst. Jack's had created some animosity amongst his fellow officers by answer shopping with Detachment member's. The other members were not provided with full disclosure of the entire situation and then provided opinions based on partial information. This answer shopping continued until Cst. Jack found someone who would agree with his own opinion based on partial information. Cst Jack will be offered a fresh perspective on Platoon D as his current Coach will be taking parental leave and 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: M.R.J. Campbell S/Sgt #6385 Operations Manager	Detachment Commander's Signature:	Date: 09 Sep 09
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**Instructions:**

At the conclusion of each evaluation period:

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

**Regional Commander (or designate)**

**Comments (Mandatory)**


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

At the conclusion of the evaluation period:

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

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



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**From:** Campbell, Ron (JUS)  
**Sent:** September-11-09 4:42 PM  
**To:** Johnston, Mike P. (JUS); Kohen, Colleen (JUS); Flindall, Robert (JUS); Nie, Richard (JUS); Postma, Jason (JUS); Butorac, Peter (JUS)  
**Subject:** FW: PCS66\_JACK8.doc  
**Attachments:** PCS66\_JACK8.doc

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

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

**From:** Flindall, Robert (JUS)  
**Sent:** Friday, September 11, 2009 1:32 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** PCS66\_JACK8.doc

Ron,

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

Rob



Ontario  
Provincial  
Police

File: 291

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

<b>Probationary Constable Category (select one):</b>	<input checked="" type="checkbox"/> 4 <sup>th</sup> Class Constable, Probationary Status      Report Month:      7 <input type="checkbox"/> Experienced Officer      Report Month:      select month <input type="checkbox"/> Amalgamated Officer      Report Month:      select month
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<b>Surname:</b> JACK		<b>Given Name:</b> Micheal	
<b>Badge:</b> 12690		<b>WIN:</b> 393080	
<b>Detachment/Section:</b>	Peterborough County	<b>Region/Bureau</b>	Central East
<b>Evaluator:</b>	PC S. FILMAN	<b>Badge:</b>	11212
<b>Evaluation Period:</b> (DD/MM/YY) <b>Start:</b> 09 Aug 09		<b>End:</b> 09 Sep 09	
<b>Probationary Period Start Date*</b> (DD/MM/YY)      09 Jan 09			
**4 <sup>th</sup> 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.**

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

<b>JOB KNOWLEDGE &amp; SKILLS</b>	<b>RATING</b>
<p><b>ATTITUDE TOWARDS LEARNING</b></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 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".</p>	Does Not Meet Requirements
<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</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:  SP09175350 - Mental Health Act.</p> <p>On the 3rd August 2009 PC JACK attended this call with PC CROWDER (who was the back-up officer). The complainant was reporting that people living upstairs had equipment that made her head buzz. PC JACK obtained details from the female. He didn't appear to know what to do. Once outside the residence he asked PC CROWDER how he would have handled the call. PC CROWDER asked PC JACK how he would handle it and what his authorities are under the mental health act. PC JACK stated he would take her to the hospital for an evaluation. PC JACK did not know his apprehension authorities under the mental health act.</p> <p>From 10th June 2009 to 09 August 2009 PC JACK has issued the following Provincial Offences notices:  HTA : 21 , CAIA : 2</p>	Does Not Meet Requirements
<p><b>FEDERAL STATUTES</b></p>	

<p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC JACK completed an Impaired driver investigation SP09191712 during this evaluation period. PC JACK was able to identify the appropriate elements required to make an arrest for this offence. PC JACK also read the appropriate rights, caution and demands rectifying issues that were identified in his previous evaluation.</p>	<p>Meets Requirements</p>
<p><b>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</b></p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p> <p>Specific example: PC JACK has had no incidents in this evaluation period that would apply to this evaluation section. He continues to use CPIC, Email and RMS systems appropriately.</p>	<p>Meets Requirements</p>
<p><b>POLICE VEHICLE OPERATION</b></p> <p>Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.</p> <p>Specific example: During this evaluation period, PC JACK was involved in a traffic related incident in which he was charged with failing to yield to traffic on a through highway. PC JACK's cruiser operations almost resulted in a motor vehicle collision that was witnessed by his Sergeant and a fellow officer on shift. Documentation is on file for this incident. RM09096931</p>	<p>Does Not Meet Requirements</p>
<p><b>TRAFFIC ENFORCEMENT</b></p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. He has laid only 4 provincial offence notices during this time period in which he investigated 19 non-reportable occurrences and 1 reportable occurrence which was an Impaired Driver SP09191712.</p> <p>During this period, it was discovered that PC JACK has been issuing speeding tickets mainly at 15 km/hr over the speed limit. He has been spoken to about this practice and it is expected to stop.</p>	<p>Meets Requirements</p>

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



<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><b>NON-VERBAL</b></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><b>RADIO COMMUNICATIONS</b></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 thim 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 communcation 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><b>COMMUNITY FOCUS</b></p> <p>Demonstrates a desire to help and serve others; works to discover and meet community needs; demonstrates a customer service orientation towards the public; develops culturally appropriate contacts that can provide support to victims of crime.</p> <p>Specific example: PC JACK has an obvious desire to help people and his community. He continues to use the CPO's in his zone and makes himself available to the public while there.</p>	<p>Meets Requirements</p>

<p><b>VALUING DIVERSITY</b></p> <p>Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.</p> <p>Specific example: PC JACK has no issues working within a diverse community in which the Peterborough County Detachment polices.</p>	<p>Meets Requirements</p>
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PROBLEM SOLVING SKILLS	RATING
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<p><b>DECISIVE INSIGHT</b></p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: PC JACK has indicated on numerous occasions that he has not had the proper guidance in completing various tasks after the task was completed improperly. In all occasions, PC JACK has failed to request assistance in completing the tasks properly. He is expected in the future to ask for assistance should he need help.</p> <p>During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>SP09148553 - Impaired Driver - On July 6th 2009, PC JACK received a traffic complaint in which the caller was reporting a possible impaired driver. Based on the information provided by the complainant, PC JACK knew that he was out of position to look for the impaired driver. PC JACK was able to determine the best course of action to put him in the best position to intercept the possible impaired. As a result of actions, PC JACK was ultimately able to locate the suspect vehicle and impaired charges were laid as a result.</p>	<p>Meets Requirements</p>
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<p><b>ANALYTICAL THINKING</b></p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation :</p> <p>SP09133110 - PC JACK attended at a stand-by and keep the peace. PC JACK has attended at these types of calls in the past. This is a 2 person call and part of issues stemming from this call are due to the fact he did not request a second unit to attend to assist. While on scene at the incident , one of the parties involved contacted the PCC and requested another officer attend as things were not progressing. Once second officer attended and the matter was quickly resolved. PC JACK expalned that he was unaware of the act that legislated over trailer parks and that was the main problem. PC JACK was given advice should this happen again in the future.</p>	<p>Does Not Meet Requirements</p>
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<p><b>RESOLUTION</b></p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example:</p>	<p>Does Not Meet Requirements</p>
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<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>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 expalned that he was unaware of the act that legislated over trailer parks and that was the main problem. PC JACK was given advice should this happen again in the future..</p>	
<p><b>FOLLOW-UP ORIENTATION</b></p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this the previous evaluation example has been carried over to this evaluation:</p> <p>SP09087157 - PC JACK was assigned this call on the 26th April 2009. On the 18th July 2009 CST PAYNE was assisting PC JACK with putting an arrest warrant/brief package together. PC JACK had finally added the GOR. PC PAYNE advised PC JACK to complete a synopsis of the video statement, print out new CR for the accused, photocopy his notes and other documents and when complete he can go to an ESO to put brief together and still be in his zone. On the 19th July CST PAYNE assisted PC JACK with putting the brief together. PC JACK commented that this call should be a crime unit call because he doesn't have the time for the follow-up and requires more time to work on it. After reviewing the one and only statement, it was discovered that PC JACK hadn't obtained the name or details of the female cashier who processed the transaction with the accused at the business. This person is a key witnesses in the investigation and her details and statement should have been obtained much earlier in the investigation. PC JACK was instructed to obtain her details and a statement for the investigation and brief. On the 19th July 2009 PC JACK attended the business to enquire about the female cashier. He left the business again without obtaining basic contact details to contact her at home. He learned she would be working on one of his rest days and asked SGT FLINDALL if he could come in on overtime on a day off to meet with the girl when she was working. PC JACK was advised he can interview the female when he is working next.</p> <p>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.</p>	<p>Does Not Meet Requirements</p>

LEADERSHIP ATTRIBUTES	RATING
<p><b>INITIATIVE</b></p> <p>Tries to make a positive difference, improve outcomes and effectively manage problems.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule.</p> <p>His proactive enforcement stats are low with only 4 tickets issued, however on the 20<sup>th</sup> of August he was able to locate and arrest an impaired driver SP09191712.</p>	<p>Meets Requirements</p>

<p><b>PERSONAL ACCOUNTABILITY</b></p> <p>Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.</p> <p>Specific example:  PC JACK continues to struggle with personal accountability. PC JACK was issued a PON for a traffic infraction, for which he has not taken any responsibility for his actions. As well PC JACK has complained on a number of occasions that he felt abandoned or didn't have help with calls for service. In a number of instances in which he's complained, it was found that he had not let it be known that he required assistance and did not actively seek out assistance.</p>	<p>Does Not Meet Requirements</p>
<p><b>PLANNING &amp; ORGANIZING</b></p> <p>Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.</p> <p>Specific example:  During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>PC JACK is a very organized person. He usually comes to work with a pre-written task list</p> <p>However, it is viewed that PC JACK cannot multitask. He has difficulty prioritizing what needs to be done on his list.</p> <p>SPO9164458 - 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</p> <p>On the 17th July 2009 PC JACK was following up on an investigation that he wasn't asked to assist with, while he had his own investigations that required follow-up. PC JACK's notebook for this date refers to his follow-up relating to SP09152940. His task list at the time had a 2 frauds, a theft call, and a neighbour dispute that S/SGT CAMPBELL was requesting he follow-up on.</p>	<p>Does Not Meet Requirements</p>
<p><b>FLEXIBILITY</b></p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example:  PC JACK has made himself available on numerous occasions to assist other officers in the Detachment by working their shifts. He has also worked many overtime details without complaint.</p>	<p>Meets Requirements</p>

<p><b>INTERPERSONAL ATTRIBUTES</b></p>	<p><b>RATING</b></p>
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<p><b>INTEGRITY</b></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><b>RESPECTFUL RELATIONS</b></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&amp;E - Youngs Point - PC JACK and his shiftmates were called to a B&amp; 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><b>SELF-CONFIDENCE</b></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><b>TEAM WORK</b></p> <p>Works effectively with others towards a common purpose while putting the group's</p>	<p>Does Not Meet Requirements</p>

<p>goals ahead of personal achievement.</p> <p>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.</p> <p>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 thim that he would call the PCC when he felt like it.</p>	
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PERSONAL IMPACT	RATING
<p><b>SELF-AWARENESS</b></p> <p>Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions.</p> <p>Specific example: In relation to fellow officers, it has been noted that when PC JACK has an unfavorable conversation with a fellow officer, receives discipline or criticism, PC JACK will no longer talk to that officer. In some circumstances, this non-communication has last for some time.</p>	<p>Does Not Meet Requirements</p>
<p><b>DEPORTMENT</b></p> <p>Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism.</p> <p>Specific example: PC JACK remains professional when dealing with the public.</p> <p>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 thim that he would call the PCC when he felt like it.</p>	<p>Does Not Meet Requirements</p>
<p><b>APPEARANCE</b></p> <p>Projects a positive and professional image; maintains uniform and equipment.</p> <p>Specific example: PC JACK arrives for work early and his uniform is neat and clean. PC JACK maintains his force equipment in proper condition and order.</p>	<p>Meets Requirements</p>

## COMMENTS AND SIGNATURES

### Evaluation Meeting

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

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

Date: 11 Sep 09

Accountable Supervisor's Comments (Mandatory):

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

Accountable Supervisor:

Accountable Supervisor's Signature:

Date: 11 Sep 09

### Detachment Commander

Comments (Mandatory):

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

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

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

Detachment Commander:	Detachment Commander's Signature:	Date: 11Sep09
<b>Instructions:</b> At the conclusion of each evaluation period: <ul style="list-style-type: none"> <li>• Forward the completed and signed ORIGINAL document to Region/Bureau for signatures and tracking purposes.</li> </ul>		

<b>Regional Commander (or designate)</b>		
Comments (Mandatory)		
Regional Commander (or designate):	Regional Commander's (or designate) Signature:	Date:
<b>Instructions:</b> At the conclusion of the evaluation period: <ul style="list-style-type: none"> <li>• Return a signed COPY of completed document to the member.</li> <li>• Forward the completed and signed ORIGINAL document to Career Development Bureau for tracking purposes.</li> </ul>		

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.



[REDACTED]

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**From:** Campbell, Ron (JUS)  
**Sent:** November-10-09 7:57 AM  
**To:** Kohen, Colleen (JUS); Nie, Richard (JUS)  
**Cc:** Lee, Dave E. (JUS); Borton, Doug (JUS); Butorac, Peter (JUS); Flindall, Robert (JUS)  
**Subject:** FW: Prob Jack

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

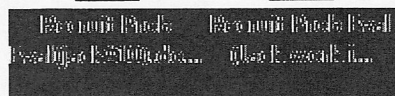
-----Original Message-----  
**From:** Nie, Richard (JUS)  
**Sent:** Tuesday, November 10, 2009 2:34 AM  
**To:** Kohen, Colleen (JUS); Campbell, Ron (JUS)  
**Cc:** Lee, Dave E. (JUS); Borton, Doug (JUS); Butorac, Peter (JUS); Flindall, Robert (JUS)  
**Subject:** RE: Prob Jack

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

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

Let me know

Rich



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

Good Afternoon

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

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

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Look forward to hearing from you

TX

Colleen

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