



PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

Probationary Constable Category (select one):	<input checked="" type="checkbox"/> 4 th Class Constable, Probationary Status	Report Month: 10
	<input type="checkbox"/> Experienced Officer	Report Month: select month
	<input type="checkbox"/> Amalgamated Officer	Report Month: select month

Surname: JACK		Given Name: Michael	
Badge: 12690		WIN: 393080	
Detachment/Section:	Peterborough County	Region/Bureau	Central East
Evaluator:	PC Richard Nie	Badge:	10517
Evaluation Period: (DD/MM/YY) Start: 09OCT09		End: 09NOV09	
Probationary Period Start Date* (DD/MM/YY) 09JAN09			
**4 th Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy			
** Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP			

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

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

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

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

PERFORMANCE ASSESSMENT

The Performance Assessment Criteria have been developed to provide a standardized rating for levels of performance. **Probationary Constables must achieve "Meets Requirements" in all categories in order to be recommended for permanent status.**

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

JOB KNOWLEDGE & SKILLS	RATING
<p>ATTITUDE TOWARDS LEARNING</p> <p>Able to re-evaluate personal opinions, judgments and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.</p> <p>Specific example: PC Jack continues to show a desire to learn and accepts new tasks. He still struggles with trying to put every situation into a mold or template that he can follow and then being disappointed when things don't go exactly as planned.</p> <p>On 16OCT09, PC Jack was completing a series of traffic stops on Highway 28. Discussions about vehicle position and safety took place after each stop. As one issue would be corrected a new one would come up. It appeared he was having great difficulty in assessing where to stop a vehicle and how to do so safely. PC Jack described it as "too much to consider all at once".</p>	<p>Does Not Meet Requirements</p>
<p>PROVINCIAL STATUTES</p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: PC Jack continues to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. On 21OCT09 he attended a collision and laid the appropriate charge given the circumstances - one vehicle turning in front of another.</p>	<p>Meets Requirements</p>
<p>FEDERAL STATUTES</p> <p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC Jack continues to appear to have a working knowledge of the offences that he has encountered this month. He still has difficulty converting that book knowledge into practice on the road. He is still very hesitant with making the choice on how to proceed with a course of action.</p> <p>On 17OCT09 PC Jack attended a vehicle rollover with three suspicious youths involved. Upon arriving at the scene, PC Jack approached the first officer on scene who was speaking</p>	<p>Does Not Meet Requirements</p>

<p>with the three youths. At one point he approached the vehicle with the other officer while his coach spoke with a passenger alone. There was an obvious odour of burnt marijuana in the vehicle. At no time did PC Jack indicate that he had noticed the smell or decide to proceed with anything. After watching his coach separate one passenger, he then proceeded to do the same with the other. When his coach approached him to check on things, he advised that he had not had any discussions with the passengers in regards to drugs. After some questioning by his coach the drugs were discovered and dealt with appropriately.</p>	
<p>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p> <p>Specific example: PC Jack continues to develop his system where he categorizes every email he receives into folders and has memory sticks full of reports and procedural examples.</p>	<p>Meets Requirements</p>
<p>POLICE VEHICLE OPERATION</p> <p>Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.</p> <p>Specific example: PC Jack still appears to be very nervous and lacks confidence while driving. He drives safely but causes concern with some of his habits.</p> <p>On 09OCT09 he attended a collision scene and was so excited upon his arrival that he parked the cruiser directly on top of the evidence at the scene. His only focus was getting to the scene although he knew another officer was already there. He was unable to process all of the events taking place at this minor scene to come to the appropriate solution when he arrived. When driving decisions are discussed his response is often "too many things happening at once, I couldn't concentrate".</p> <p>On 26OCT09 PC Jack conducted a traffic stop on County Road 1 which is an 80km/h highway. He stopped the cruiser partially into a live lane. He said he was doing this for an offset – when questioned he agreed he was not trained to do this on highway stops. While approaching the vehicle on the same stop, he appeared nervous and began touching various radio buttons and the light bar, then rolled down window completely – said he was unsure why he rolled down the window – all took place while approaching vehicle and trying to turn around.</p>	<p>Does Not Meet Requirements</p>
<p>TRAFFIC ENFORCEMENT</p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: PC Jack has made a concerted effort to improve in this category. He has taken the action plan and attempted to put it into full force - he takes the directed patrol board with him for his zone and covers off those areas. He approaches his coach at the start of each shift and asks if they can attend a community policing office immediately. The only downside here is that he has taken the direction as concrete instruction and wants to attend these offices the minute he</p>	<p>Meets Requirements</p>

has work to do. He still needs to learn how to prioritize his tasks. For example, after a collision, it is okay to do some enforcement before immediately attending an office to complete the traffic report. During this month PC Jack wrote 12 HTA offence notices.	
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COMMUNICATION SKILLS	RATING
<p>ORAL</p> <p>Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.</p> <p>Specific example: PC Jack still needs to improve in this area. He speaks professionally and in an appropriate manner however still needs to work on sorting through the information he is given to ask more detailed questions to get the answers he needs. His use of templates for questioning is still causing him to miss relevant points specific to each individual case. When dealing with fellow officers, for some reason he will omit information given to him when he is asking for help or direction from another.</p> <p>On 17OCT09 PC Jack attended a threats call. He began the initial investigation with the complainant and determined the male was scared to attend his residence because of the suspect. He questioned properly about the type of threat however did not take it the step further to assess the living arrangements at the house. After his coach clarified the information with the complainant, it was determined that everything was fine as they lived in an apartment building.</p>	<p>Does Not Meet Requirements</p>
<p>WRITTEN</p> <p>Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports utilizing electronic forms such as RMS.</p> <p>Specific example: PC Jack still writes very detailed occurrence reports for the calls he attends. His note taking has been watched and is improving. A comment can still not be made on crown brief synopsis as no new ones were completed this month.</p>	<p>Meets Requirements</p>
<p>LISTENING SKILLS</p> <p>Expresses active listening skills; accurately understands and attends to the facts and feelings of the sender. Able to clarify and re-frame the message with the sender in a professional manner.</p> <p>Specific example: PC Jack pays very close attention to people when he is listening to their responses and instructions. His difficulty is discussed under oral where he has trouble with putting the information together into something useful and repeating it to others.</p> <p>On 27OCT09 PC Jack attended a collision scene. He listened well to those involved and took proper statements to complete the investigation.</p>	<p>Meets Requirements</p>

<p>NON-VERBAL</p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example:</p>	<p>Meets Requirements</p>
<p>RADIO COMMUNICATIONS</p> <p>Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.</p> <p>Specific example: The issues identified in this category are still present. PC Jack uses proper language and codes on the radio but things fall apart under pressure. He forgets at times to update the dispatcher with what he is doing and where he is going. He still has trouble with listening to the radio when he is distracted by a conversation or task.</p> <p>On 27OCT09 PC Jack was at a collision scene and missed hearing a call on the radio while he was talking to an involved driver. When questioned if he heard the call, he advised that he was busy talking to the driver so he didn't hear anything.</p>	<p>Does Not Meet Requirements</p>

COMMUNITY FOCUS	RATING
<p>COMMUNITY FOCUS</p> <p>Demonstrates a desire to help and serve others; works to discover and meet community needs; demonstrates a customer service orientation towards the public; develops culturally appropriate contacts that can provide support to victims of crime.</p> <p>Specific example: PC Jack has made a good effort at patrolling the villages and towns in his patrol area. He has shifted his focus from staying at the detachment to being out and visible in the community.</p>	<p>Meets Requirements</p>
<p>VALUING DIVERSITY</p> <p>Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.</p> <p>Specific example:</p>	<p>Meets Requirements</p>

PROBLEM SOLVING SKILLS	RATING
<p>DECISIVE INSIGHT</p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: This category has shown no improvement as well. The comments from last month still apply - unless the situation is identical to one that he has experienced before, PC Jack struggles with coming to a decision about what to do.</p> <p>On 12OCT09 PC Jack was attending a domestic dispute call to back up another officer. The female caller had advised there was an unwanted male at her residence, had been drinking.</p>	<p>Does Not Meet Requirements</p>

<p>and was refusing to leave. There was also information about someone being placed in a headlock. PC Jack chose to drive at less than speed limit, with no lights or sirens. He said that he felt getting to call minutes sooner would not help as the "headlock" and domestic were already over. It was discussed with him about the risks at domestics, etc and then he chose to use his emergency equipment. Once at the domestic, he spoke with the victim and did not even check whether she had been assaulted or not – he appeared unsure how to handle the information she was giving him.</p>	
<p>ANALYTICAL THINKING</p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: PC Jack still struggles at piecing things together at his calls. He still is very methodical and systematic in his approach but has trouble sorting out the information.</p> <p>On 17OCT09 PC Jack assisted at a call with some intoxicated males. By the end of it, he had to drive one of the males to his residence. PC Jack was planning to drop him off at the end of his driveway and let him walk to his house. Then he said he would be polite and drive him to the door. His coach officer explained the need to ensure there was someone home to look after the boy. PC Jack then admitted that he did not intend on making sure the intoxicated male was looked after by his parents.</p>	<p>Does Not Meet Requirements</p>
<p>RESOLUTION</p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: PC Jack still has trouble determining what is the most appropriate solution to a problem he faces. He still either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting that his decision is correct.</p> <p>On 17OCT09 at the start of the shift, PC Jack advised there was a traffic complaint to go to but it was ten minutes old - a vehicle was tailgating and passing unsafely. He then said he had to do a log-on sheet because dispatch didn't have one and had asked for one. He then headed to shift briefing and appeared very stressed. He informed OIC Postma that the log-on was not done – he was advised to leave it for now and it would be sorted out by Postma as 4 people were off. PC Jack just sat there and stared at the table appearing frustrated. When briefing was over he advised of another traffic complaint which involved threats - someone gave another person the finger. He was asked if there was a plate and description and he confirmed there was so it was suggested that they leave and look for the vehicle. He got upset saying that he had to do the log-on and raised his voice at his coach - he was told to relax as it was not a big deal, he could just ask someone else to do the log-on sheet. Within 30 seconds PC Postma walked back in and asked PC Jack to do the log-on before he left if he had the time and told him three times what to log people on as including himself. PC Jack became frustrated and started muttering things under his breath about being asked to do two things at once. He finished the log-on and walked outside. His coach then took a call from PCC and the dispatcher said the log-on was all messed up – people were logged on as different zones and numbers as what she had been told by Postma verbally earlier. His coach corrected the errors and spoke with PC Jack – he again became quite angry advising that he heard Postma's instructions but no one can be expected to handle three things at once – his coach explained that a log-on sheet and two traffic complaints were minor tasks, and that he wasn't doing them at the same time, he just needed to prioritize them – he said it was impossible and that he couldn't be expected to start assessing and formulating a plan for one thing and then have to switch to another – he was told to take a breather and start over. He said he had no idea what to do so he and his coach sorted out what he had heard with the traffic complaints. His coach then called back to dispatch to confirm and there were more details that he had left out. It was explained to him about why he has difficulties listening, hearing, etc because he only gave partial information to his coach. It was explained to him that if he can't handle more than one thing at a time than to tell his coach and he will make</p>	<p>Does Not Meet Requirements</p>

<p>sure that he is only given one thing to do until he can handle more</p>	
<p>FOLLOW-UP ORIENTATION</p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He always approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

LEADERSHIP ATTRIBUTES	RATING
<p>INITIATIVE</p> <p>Tries to make a positive difference, improve outcomes and effectively manage problems.</p> <p>Specific example: PC Jack is making his best effort to stay positive in his present situation. He still has a strong desire to learn and often comes to work on days off to complete tasks so he does not fall behind.</p>	<p>Meets Requirements</p>
<p>PERSONAL ACCOUNTABILITY</p> <p>Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.</p> <p>Specific example: PC Jack willingly admits to having problem areas and understands the identified concerns. He has shifted somewhat in his approach in that instead of placing blame on another officer, he suggests his problems arise from the circumstances he is placed into. If a problem is detected or questioned, he will now say it is due to being forced to think when he is tired or not feeling well. If he has several things to do at once he will say that he can't be expected to do three things at once and that is why things fall apart.</p>	<p>Does Not Meet Requirements</p>
<p>PLANNING & ORGANIZING</p> <p>Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.</p> <p>Specific example: The comments from last month still apply - when it comes to paperwork and follow-up, PC Jack is very organized and looks after his task list appropriately. In regards to calls for service, PC Jack has trouble prioritizing his calls - this is commented on under Flexibility and Resolution.</p>	<p>Meets Requirements</p>

<p>FLEXIBILITY</p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example: PC Jack struggles the minute the situation becomes stressful. Given a template to follow, he does well at completing one task at a time. When asked to multitask, everything falls apart.</p> <p>On 27OCT09 there was a call on the radio where night shift was looking for a stolen vehicle – PC Folz advised he had two people under arrest at Airport Road by the train tracks – PC Jack was advised of the information and he told his coach he had heard. He did not appear to be in any type of hurry to assist his coworkers – PC Jack was told by his coach they would be attending and PC Pitts confirmed he was leaving at the same time. His coach had to repeat the location to PC Jack three times prior to even leaving the parking lot. He was encouraged to move faster so he could help his partners and all it did was slow him down. He appeared very confused and could not deal with the lack of information on the call – he wanted more details than just “go there to help the officers”. As the pressure was increased, his stress increased, and everything just slowed down. Since he did not have a detailed set of facts to start off with, it caused PC Jack to become confused, frustrated, and upset over what to do with the call.</p>	<p>Does Not Meet Requirements</p>
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INTERPERSONAL ATTRIBUTES	RATING
<p>INTEGRITY</p> <p>Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p> <p>Specific example:</p>	<p>Meets Requirements</p>
<p>RESPECTFUL RELATIONS</p> <p>Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.</p> <p>Specific example: PC Jack still has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. He has made an effort to avoid answer shopping and deals almost exclusively with his coach unless instructed otherwise. He biggest challenge this month has been with information sharing. On two different occasions he got into situations involving Sergeants and his coach in which he did not give complete information to the Sergeant to make an informed decision.</p> <p>On 21OCT09 PC Jack started early and was working in the office. Near the end of the day a collision came in and the dayshift Sergeant asked PC Jack to attend as he was available. He neglected to inform the Sergeant that he was not to attend calls alone. When discovered by his coach and discussed with the Sergeant, a lack of trust developed again from the lack of full disclosure.</p>	<p>Does Not Meet Requirements</p>

<p>SELF-CONFIDENCE</p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: PC Jack still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake.</p> <p>In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.</p>	<p>Does Not Meet Requirements</p>
<p>TEAM WORK</p> <p>Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement.</p> <p>Specific example: PC Jack has not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.</p>	<p>Meets Requirements</p>

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

COMMENTS AND SIGNATURES

Evaluation Meeting

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

Detachment Commander

Comments (Mandatory):

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

Detachment Commander:

Detachment Commander's Signature:

Date: 10 Nov 09

Instructions:

At the conclusion of each evaluation period:

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

Regional Commander (or designate)

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)
Signature:

Date:

Instructions:

At the conclusion of the evaluation period:

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

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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

Coach Officer's Comments:

Coach Officer's

Date:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

- (1) Attitude Towards Learning - PC Jack can work towards meeting standards in this category by accepting ownership and responsibility for his mistakes. He has the desire to learn, he just needs to focus on correction not blame. This will continue to be addressed by the coach officer whenever it occurs and corrected immediately.
- (2) Federal Statutes - PC Jack will need to invest some of his time in studying the elements of criminal offences and his arrest authorities and procedures. At each call for service that provides the opportunity, these elements will be discussed to ensure that PC Jack is aware of the circumstances and what options are available. While enroute to calls, he and his coach still develop a game plan of how to handle the call based on dispatch information alone.
- (3) Police Vehicle Operation - PC Jack is continuing remedial driver training with Sgt. Kent Taylor of GHQ.
- (4) Oral - PC Jack will need to focus more closely on hearing exactly what things are being said by the people he is speaking with. This will flow directly from his increased knowledge of Federal and Provincial Statutes as he will learn what questions to ask to help complete his investigation. When time permits, he can plan ahead and tell his coach officer what things he will be asking at the calls and what he plans to do with the information. He needs to avoid memorizing steps and listening to the information given to him through his questions.
- (5) Radio Communications - PC Jack will be monitored closely to ensure that he advises the dispatcher of every stop that he makes and what he is doing. It will continue to be pointed out to him by his coach officer if he ever misses hearing the radio.
- (6) Decisive Insight - PC Jack needs to make his best efforts at using common sense. Role playing ahead of time prior to attending calls can assist in this somewhat, and he will continue to be steered away from attempting to memorize calls and locations.
- (7) Analytical Thinking - As mentioned in the Oral category, as he improves with his knowledge of Federal Statutes, it flows that his thinking will improve as well. He will continue to discuss his thoughts and ideas with his coach officer when possible and avoid asking for the answer from his coach officer.
- (8) Resolution - PC Jack will continue to be forced to make decisions at calls. When he often shys away from making the decision and asks for the answer, he will be made to think on his own and develop a plan. Again, when time permits, these plans will be reviewed before and after the calls to determine their effectiveness.
- (9) Personal Accountability - No specific action step other than observing that other tasks are completed. It flows that if attempts are made to correct the problems and the steps are completed then the accountability will meet requirements.
- (10) Flexibility - As the fall months are slower than the summer, PC Jack will have an opportunity again at a slower pace to show he can multitask. He will have discussions with his coach officer about calls for service each day and why he chooses to do one over the other. He will also be asked to start each day with a plan of what he wants to accomplish.
- (11) Respectful Relations - PC Jack has to commit to himself that he will not answer shop and not blame others for his mistakes. He needs to commit to accepting responsibility for his actions. Once this is done, he will gain the trust of those he has spurned in the past.
- (12) Self-Confidence - PC Jack will have to continue to just trust his own instincts. He needs to gain confidence in order for most of the other areas to show improvement. He is trying hard not to fail, and as a result is hesitant to make mistakes. This is a natural part of learning and he needs to accept that he will make errors, but they can be corrected with work.

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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Comments mandatory at all levels

Accountable Supervisor's Comments:	
Accountable Supervisor's Signature:	Date:
Probationary Constable's Signature:	Date:
Detachment Commander's Comments: I concur with the Coach Officer's comments. If the member starts to take ownership for issues as they arise I feel he will have a greater level of achievement in all areas.	
Detachment Commander's Signature:	Date: 10 Nov 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

RESULTS ACHIEVED

To be completed by Accountable Supervisor

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

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

Probationary Constable's Signature:	Date:
Accountable Supervisor's Signature:	Date:

Ontario
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Police

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

Detachment Commander's Comments (mandatory):	
Detachment Commander's Signature:	Date:
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

From: Campbell, Ron (JUS)
Sent: October-30-09 7:26 PM
To: Butorac, Peter (JUS); Kohen, Colleen (JUS); Nie, Richard (JUS)
Subject: Fw: Prob Jack

Colleen it is peter Butorac

From: Kohen, Colleen (JUS)
To: Nie, Richard (JUS); Campbell, Ron (JUS)
Cc: Lee, Dave E. (JUS); Borton, Doug (JUS)
Sent: Fri Oct 30 15:31:23 2009
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

\
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)

[Redacted]

From: Kohen, Colleen (JUS)
Sent: December-09-09 2:14 PM
To: Lee, Dave E. (JUS); Reynolds, Michael (JUS)
Subject: FW: Prob Jack Notice of release

Importance: High

Mike

I am still waiting to hear back from my BN from Deputy Lewis so please hold on to these until then

These are to be served on Michael meaning the proposed release letter and the perf and conduct letter he signed back in Aug. I hope to hear tomorrow

Dave

Please share these with C/Supt Armstrong... I will also be sending you another letter which is a termination letter just in case he does not resign. This needs to be placed on Central region letter head.

Stay tuned gentleman

Colleen

From: Van Dyk, Brenda (JUS)
Sent: December 8, 2009 3:16 PM
To: Kohen, Colleen (JUS)
Subject: Prob Jack Notice of release
Importance: High

Hi Colleen,

Here is the attachments you originally forwarded and the scanned memo signed by Mary. Will hold original and copies until further direction from yourself.

Colleen



[Redacted]

[REDACTED]

From: Kohen, Colleen (JUS)
Sent: December-01-09 9:01 AM
To: Lee, Dave E. (JUS)
Subject: FW: Prob Jack

Morning Dave

Here is a message that will give you an update on Prob Jack

I will be submitting the BN tomorrow when I am at GHQ. The BN will go via my Command then to Prov Commander then to Deputy Lewis for approval of release.

I will ensure that Region gets copy of BN as that will be used for reading material for C/Supt Armstrong meeting with prob Jack that I will set up with a letter.

Can you advise who the A/Inspector is in Detachment now ?

Colleen

From: Kohen, Colleen (JUS)
Sent: November 24, 2009 10:30 AM
To: Thomas, Sandy (JUS); Hannes, Renee (JUS); Stevenson, Hugh (JUS); Campbell, Ron (JUS)
Cc: Nie, Richard (JUS); Butorac, Peter (JUS); Lee, Dave E. (JUS)
Subject: Prob Jack

Good Morning

I had the opportunity yesterday to speak with Chris Donszelmann from Legal Branch yesterday. We have reviewed the provided performance reviews and work improvement plans that have been provided by Detachment on Prob Jack in Peterborough County.

Legal opinion is to proceed with your proposed direction of releasing Prob Jack as per our normal dismissal process.

I will be completing with the assistance of Detachment a BN which will be submitted via my Bureau (CDB) then it will go to Prov Commander Alleyne and Deputy Lewis. I will ensure that Region obtains a copy of this BN.

I require from Detachment the final copy of the chronological events to be included in this BN.

Once the BN has been given to the Provincial Commanders for review and approval, I will be in the mean time working with Detachment and Region to ensure that the letter is given to Prob Jack which will outline that we are proposing his release from employment and that he will have an opportunity to meet with C/Supt Armstrong and if he choose may have OPPA present at this meeting.

This letter will not be served until the approval has been received.

I will also be in contact with the OPPA to give them the heads up of this direction.

Ron

Can you please advise me when you think the chronological of events will be completed ?

Colleen

C.S.Kohen

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Colleen

C.S.Kohen

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

[REDACTED]

From: Reynolds, Michael (JUS)
Sent: December-01-09 4:00 PM
To: Kohen, Colleen (JUS)
Cc: Flindall, Robert (JUS); Taylor, Kent (JUS); Butorac, Peter (JUS)
Subject: FW: Probationary Constable Michael Jack - Remedial driver training completion

Colleen

You can reach me at 501-4610.

- Kent, thanks for your hard work with our recruit.
- Rob/Pete, please arrange for Cst. Jack to participate in a future OPP "Performance Driving Seminar at OPC if and when a position becomes available. Please ensure that Sgt. Taylor's assessment is added to the officer's 291 file and next evaluation.

Mike

A/Inspector Mike Reynolds
A/Detachment Commander
Peterborough County Detachment
Bus: 705-742-0401
Cell: 705-928-6774

From: Beckett, Dom (JUS)
Sent: December 1, 2009 3:03 PM
To: Kohen, Colleen (JUS); Reynolds, Michael (JUS)
Subject: RE: Probationary Constable Michael Jack - Remedial driver training completion

Colleen,

I'm acting in Kawartha Lakes right now. Michael Reynolds is the acting Inspector in Peterborough for the next three months. I believe this officer is from Peterborough. I'm forwarding your message to Mike.

Dom

From: Kohen, Colleen (JUS)
Sent: December 1, 2009 2:58 PM
To: Beckett, Dom (JUS)
Subject: RE: Probationary Constable Michael Jack - Remedial driver training completion

Hi Dom

I will touch base with you re this Prob Cst and catch you up to speed

Colleen

From: Taylor, Kent (JUS)
Sent: December 1, 2009 2:52 PM
To: Beckett, Dom (JUS)
Cc: Nie, Richard (JUS); Kohen, Colleen (JUS); Butorac, Peter (JUS); Jack, Michael (JUS)
Subject: Probationary Constable Michael Jack - Remedial driver training completion

Inspector Beckett

On Tuesday 24Nov2009 I completed the course of remedial driver training that I had been requested to initiate with Probationary Constable Michael Jack. The training that I conducted with him was very extensive and included information on dealing with the cognitive components of driving (i.e. attention, distractions, multi-tasking, fatigue, etc) as well as the traditional skill areas most commonly associated with driver training.

As your records will indicate, I also conducted three one-on-one driving sessions with him subsequent to his OPC recruit training as he was not successful in their final driving evaluation. He returned to the OPC after our three sessions and passed their driving evaluation.

In total, I have had six one-on-one driving sessions with him subsequent to OPC.

I am now satisfied that Michael is capable of driving OPP vehicles in a safe and professional manner. He is also well aware that being a safe driver is a choice that each of us must make. I believe that it would also benefit him to attend the OPP "Performance Driving Seminar" at the OPC track in the future if you are able to schedule him in.

Thank you and please contact me at any time if you require further information.

Kent

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

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

[REDACTED]

From: Kohen, Colleen (JUS)
Sent: December-11-09 5:27 PM
To: Thomas, Sandy (JUS)
Subject: Fw: Proposal to Release Prob Const

Sandy

Hopefully we can get him served this weekend as his meeting is tuesday with C/Supt Armstrong

Will advise .. Oppa is aware(jim Stiles)

From: Kohen, Colleen (JUS)
To: Reynolds, Michael (JUS); Lee, Dave E. (JUS)
Sent: Fri Dec 11 17:21:39 2009
Subject: Fw: Proposal to Release Prob Const

Mike
We need to get the letter served asap

Any chance on the weekend ?

From: Van Dyk, Brenda (JUS)
To: Kohen, Colleen (JUS)
Cc: Hannes, Renee (JUS); Thomas, Sandy (JUS)
Sent: Fri Dec 11 16:24:40 2009
Subject: Proposal to Release Prob Const

Hi Colleen,

Proposal to Release Prob Const Jack BN received approved and forwarded to Renee Hannes.

Thx

Brenda Van Dyk
Administrative Assistant
Office of the Bureau Commander
Career Development Bureau
Ontario Provincial Police
(705) 329-6179
(705) 329-6188 (fax)

From: Kohen, Colleen (JUS)
Sent: December-11-09 5:22 PM
To: Reynolds, Michael (JUS); Lee, Dave E. (JUS)
Subject: Fw: Proposal to Release Prob Const

Mike
We need to get the letter served asap

Any chance on the weekend ?

From: Van Dyk, Brenda (JUS)
To: Kohen, Colleen (JUS)
Cc: Hannes, Renee (JUS); Thomas, Sandy (JUS)
Sent: Fri Dec 11 16:24:40 2009
Subject: Proposal to Release Prob Const

Hi Colleen,

Proposal to Release Prob Const Jack BN received approved and forwarded to Renee Hannes.

Thx

Brenda Van Dyk
Administrative Assistant
Office of the Bureau Commander
Career Development Bureau
Ontario Provincial Police
(705) 329-6179
(705) 329-6188 (fax)

[REDACTED]

From: Kohen, Colleen (JUS)
Sent: December-11-09 5:35 PM
To: 'jstiles@oppa.ca'
Subject: Fw: Proposal to Release Prob Const

Jim

We are attempting to get the letter served on Prob Jack this weekend

Once served I will advise you
As his meeting is on the 15 which is tuesday

Colleen

From: Van Dyk, Brenda (JUS)
To: Kohen, Colleen (JUS)
Cc: Hannes, Renee (JUS); Thomas, Sandy (JUS)
Sent: Fri Dec 11 16:24:40 2009
Subject: Proposal to Release Prob Const

Hi Colleen,

Proposal to Release Prob Const Jack BN received approved and forwarded to Renee Hannes.

Thx

Brenda Van Dyk
Administrative Assistant
Office of the Bureau Commander
Career Development Bureau
Ontario Provincial Police
(705) 329-6179
(705) 329-6188 (fax)

[REDACTED]

From: Campbell, Ron (JUS)
Sent: November-20-09 9:03 AM
To: Kohen, Colleen (JUS)
Subject: FW: Updated comments. FW: Prob Jack

Hopefully this is what you need.... if not I will trundle down the hall and across the building and fax what is in the file... Ron

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

From: Campbell, Ron (JUS)
Sent: Tuesday, November 10, 2009 2:25 PM
To: Nie, Richard (JUS); Butorac, Peter (JUS)
Subject: Updated comments. FW: Prob Jack

Updated....

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

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

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



Event Pick Event Pick
[REDACTED]

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

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Colleen

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PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

Probationary Constable Category (select one):	<input checked="" type="checkbox"/> 4 th Class Constable, Probationary Status	Report Month: 10
	<input type="checkbox"/> Experienced Officer	Report Month: select month
	<input type="checkbox"/> Amalgamated Officer	Report Month: select month

Surname: JACK		Given Name: Michael	
Badge: 12690		WIN: 393080	
Detachment/Section:	Peterborough County	Region/Bureau	Central East
Evaluator:	PC Richard Nie	Badge:	10517
Evaluation Period: (DD/MM/YY) Start: 09OCT09		End: 09NOV09	
Probationary Period Start Date* (DD/MM/YY) 09JAN09			
**4 th Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy			
** Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP			

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

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

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

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

PERFORMANCE ASSESSMENT

The Performance Assessment Criteria have been developed to provide a standardized rating for levels of performance. **Probationary Constables must achieve "Meets Requirements" in all categories in order to be recommended for permanent status.**

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

JOB KNOWLEDGE & SKILLS	RATING
<p>ATTITUDE TOWARDS LEARNING</p> <p>Able to re-evaluate personal opinions, judgments and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.</p> <p>Specific example: PC Jack continues to show a desire to learn and accepts new tasks. He still struggles with trying to put every situation into a mold or template that he can follow and then being disappointed when things don't go exactly as planned.</p> <p>On 16OCT09, PC Jack was completing a series of traffic stops on Highway 28. Discussions about vehicle position and safety took place after each stop. As one issue would be corrected a new one would come up. It appeared he was having great difficulty in assessing where to stop a vehicle and how to do so safely. PC Jack described it as "too much to consider all at once".</p>	<p>Does Not Meet Requirements</p>
<p>PROVINCIAL STATUTES</p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: PC Jack continues to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. On 21OCT09 he attended a collision and laid the appropriate charge given the circumstances - one vehicle turning in front of another.</p>	<p>Meets Requirements</p>
<p>FEDERAL STATUTES</p> <p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC Jack continues to appear to have a working knowledge of the offences that he has encountered this month. He still has difficulty converting that book knowledge into practice on the road. He is still very hesitant with making the choice on how to proceed with a course of action.</p> <p>On 17OCT09 PC Jack attended a vehicle rollover with three suspicious youths involved. Upon arriving at the scene, PC Jack approached the first officer on scene who was speaking</p>	<p>Does Not Meet Requirements</p>

<p>with the three youths. At one point he approached the vehicle with the other officer while his coach spoke with a passenger alone. There was an obvious odour of burnt marijuana in the vehicle. At no time did PC Jack indicate that he had noticed the smell or decide to proceed with anything. After watching his coach separate one passenger, he then proceeded to do the same with the other. When his coach approached him to check on things, he advised that he had not had any discussions with the passengers in regards to drugs. After some questioning by his coach the drugs were discovered and dealt with appropriately.</p>	
<p>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p> <p>Specific example: PC Jack continues to develop his system where he categorizes every email he receives into folders and has memory sticks full of reports and procedural examples.</p>	<p>Meets Requirements</p>
<p>POLICE VEHICLE OPERATION</p> <p>Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.</p> <p>Specific example: PC Jack still appears to be very nervous and lacks confidence while driving. He drives safely but causes concern with some of his habits.</p> <p>On 09OCT09 he attended a collision scene and was so excited upon his arrival that he parked the cruiser directly on top of the evidence at the scene. His only focus was getting to the scene although he knew another officer was already there. He was unable to process all of the events taking place at this minor scene to come to the appropriate solution when he arrived. When driving decisions are discussed his response is often "too many things happening at once, I couldn't concentrate".</p> <p>On 26OCT09 PC Jack conducted a traffic stop on County Road 1 which is an 80km/h highway. He stopped the cruiser partially into a live lane. He said he was doing this for an offset – when questioned he agreed he was not trained to do this on highway stops. While approaching the vehicle on the same stop, he appeared nervous and began touching various radio buttons and the light bar, then rolled down window completely – said he was unsure why he rolled down the window – all took place while approaching vehicle and trying to turn around.</p>	<p>Does Not Meet Requirements</p>
<p>TRAFFIC ENFORCEMENT</p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: PC Jack has made a concerted effort to improve in this category. He has taken the action plan and attempted to put it into full force - he takes the directed patrol board with him for his zone and covers off those areas. He approaches his coach at the start of each shift and asks if they can attend a community policing office immediately. The only downside here is that he has taken the direction as concrete instruction and wants to attend these offices the minute he</p>	<p>Meets Requirements</p>

has work to do. He still needs to learn how to prioritize his tasks. For example, after a collision, it is okay to do some enforcement before immediately attending an office to complete the traffic report. During this month PC Jack wrote 12 HTA offence notices.	
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COMMUNICATION SKILLS	RATING
<p>ORAL</p> <p>Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.</p> <p>Specific example: PC Jack still needs to improve in this area. He speaks professionally and in an appropriate manner however still needs to work on sorting through the information he is given to ask more detailed questions to get the answers he needs. His use of templates for questioning is still causing him to miss relevant points specific to each individual case. When dealing with fellow officers, for some reason he will omit information given to him when he is asking for help or direction from another.</p> <p>On 17OCT09 PC Jack attended a threats call. He began the initial investigation with the complainant and determined the male was scared to attend his residence because of the suspect. He questioned properly about the type of threat however did not take it the step further to assess the living arrangements at the house. After his coach clarified the information with the complainant, it was determined that everything was fine as they lived in an apartment building.</p>	<p>Does Not Meet Requirements</p>
<p>WRITTEN</p> <p>Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports utilizing electronic forms such as RMS.</p> <p>Specific example: PC Jack still writes very detailed occurrence reports for the calls he attends. His note taking has been watched and is improving. A comment can still not be made on crown brief synopsis as no new ones were completed this month.</p>	<p>Meets Requirements</p>
<p>LISTENING SKILLS</p> <p>Expresses active listening skills; accurately understands and attends to the facts and feelings of the sender. Able to clarify and re-frame the message with the sender in a professional manner.</p> <p>Specific example: PC Jack pays very close attention to people when he is listening to their responses and instructions. His difficulty is discussed under oral where he has trouble with putting the information together into something useful and repeating it to others.</p> <p>On 27OCT09 PC Jack attended a collision scene. He listened well to those involved and took proper statements to complete the investigation.</p>	<p>Meets Requirements</p>

<p>NON-VERBAL</p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example:</p>	<p>Meets Requirements</p>
<p>RADIO COMMUNICATIONS</p> <p>Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.</p> <p>Specific example: The issues identified in this category are still present. PC Jack uses proper language and codes on the radio but things fall apart under pressure. He forgets at times to update the dispatcher with what he is doing and where he is going. He still has trouble with listening to the radio when he is distracted by a conversation or task.</p> <p>On 27OCT09 PC Jack was at a collision scene and missed hearing a call on the radio while he was talking to an involved driver. When questioned if he heard the call, he advised that he was busy talking to the driver so he didn't hear anything.</p>	<p>Does Not Meet Requirements</p>

COMMUNITY FOCUS	RATING
<p>COMMUNITY FOCUS</p> <p>Demonstrates a desire to help and serve others; works to discover and meet community needs; demonstrates a customer service orientation towards the public; develops culturally appropriate contacts that can provide support to victims of crime.</p> <p>Specific example: PC Jack has made a good effort at patrolling the villages and towns in his patrol area. He has shifted his focus from staying at the detachment to being out and visible in the community.</p>	<p>Meets Requirements</p>
<p>VALUING DIVERSITY</p> <p>Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.</p> <p>Specific example:</p>	<p>Meets Requirements</p>

PROBLEM SOLVING SKILLS	RATING
<p>DECISIVE INSIGHT</p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: This category has shown no improvement as well. The comments from last month still apply - unless the situation is identical to one that he has experienced before, PC Jack struggles with coming to a decision about what to do.</p> <p>On 12OCT09 PC Jack was attending a domestic dispute call to back up another officer. The female caller had advised there was an unwanted male at her residence, had been drinking.</p>	<p>Does Not Meet Requirements</p>

<p>and was refusing to leave. There was also information about someone being placed in a headlock. PC Jack chose to drive at less than speed limit, with no lights or sirens. He said that he felt getting to call minutes sooner would not help as the "headlock" and domestic were already over. It was discussed with him about the risks at domestics, etc and then he chose to use his emergency equipment. Once at the domestic, he spoke with the victim and did not even check whether she had been assaulted or not – he appeared unsure how to handle the information she was giving him.</p>	
<p>ANALYTICAL THINKING</p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: PC Jack still struggles at piecing things together at his calls. He still is very methodical and systematic in his approach but has trouble sorting out the information.</p> <p>On 17OCT09 PC Jack assisted at a call with some intoxicated males. By the end of it, he had to drive one of the males to his residence. PC Jack was planning to drop him off at the end of his driveway and let him walk to his house. Then he said he would be polite and drive him to the door. His coach officer explained the need to ensure there was someone home to look after the boy. PC Jack then admitted that he did not intend on making sure the intoxicated male was looked after by his parents.</p>	<p>Does Not Meet Requirements</p>
<p>RESOLUTION</p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: PC Jack still has trouble determining what is the most appropriate solution to a problem he faces. He still either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting that his decision is correct.</p> <p>On 17OCT09 at the start of the shift, PC Jack advised there was a traffic complaint to go to but it was ten minutes old - a vehicle was tailgating and passing unsafely. He then said he had to do a log-on sheet because dispatch didn't have one and had asked for one. He then headed to shift briefing and appeared very stressed. He informed OIC Postma that the log-on was not done – he was advised to leave it for now and it would be sorted out by Postma as 4 people were off. PC Jack just sat there and stared at the table appearing frustrated. When briefing was over he advised of another traffic complaint which involved threats - someone gave another person the finger. He was asked if there was a plate and description and he confirmed there was so it was suggested that they leave and look for the vehicle. He got upset saying that he had to do the log-on and raised his voice at his coach - he was told to relax as it was not a big deal, he could just ask someone else to do the log-on sheet. Within 30 seconds PC Postma walked back in and asked PC Jack to do the log-on before he left if he had the time and told him three times what to log people on as including himself. PC Jack became frustrated and started muttering things under his breath about being asked to do two things at once. He finished the log-on and walked outside. His coach then took a call from PCC and the dispatcher said the log-on was all messed up – people were logged on as different zones and numbers as what she had been told by Postma verbally earlier. His coach corrected the errors and spoke with PC Jack – he again became quite angry advising that he heard Postma's instructions but no one can be expected to handle three things at once – his coach explained that a log-on sheet and two traffic complaints were minor tasks, and that he wasn't doing them at the same time, he just needed to prioritize them – he said it was impossible and that he couldn't be expected to start assessing and formulating a plan for one thing and then have to switch to another – he was told to take a breather and start over. He said he had no idea what to do so he and his coach sorted out what he had heard with the traffic complaints. His coach then called back to dispatch to confirm and there were more details that he had left out. It was explained to him about why he has difficulties listening, hearing, etc because he only gave partial information to his coach. It was explained to him that if he can't handle more than one thing at a time than to tell his coach and he will make</p>	<p>Does Not Meet Requirements</p>

<p>sure that he is only given one thing to do until he can handle more</p>	
<p>FOLLOW-UP ORIENTATION</p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He always approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

LEADERSHIP ATTRIBUTES	RATING
<p>INITIATIVE</p> <p>Tries to make a positive difference, improve outcomes and effectively manage problems.</p> <p>Specific example: PC Jack is making his best effort to stay positive in his present situation. He still has a strong desire to learn and often comes to work on days off to complete tasks so he does not fall behind.</p>	<p>Meets Requirements</p>
<p>PERSONAL ACCOUNTABILITY</p> <p>Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.</p> <p>Specific example: PC Jack willingly admits to having problem areas and understands the identified concerns. He has shifted somewhat in his approach in that instead of placing blame on another officer, he suggests his problems arise from the circumstances he is placed into. If a problem is detected or questioned, he will now say it is due to being forced to think when he is tired or not feeling well. If he has several things to do at once he will say that he can't be expected to do three things at once and that is why things fall apart.</p>	<p>Does Not Meet Requirements</p>
<p>PLANNING & ORGANIZING</p> <p>Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.</p> <p>Specific example: The comments from last month still apply - when it comes to paperwork and follow-up, PC Jack is very organized and looks after his task list appropriately. In regards to calls for service, PC Jack has trouble prioritizing his calls - this is commented on under Flexibility and Resolution.</p>	<p>Meets Requirements</p>

<p>FLEXIBILITY</p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example: PC Jack struggles the minute the situation becomes stressful. Given a template to follow, he does well at completing one task at a time. When asked to multitask, everything falls apart.</p> <p>On 27OCT09 there was a call on the radio where night shift was looking for a stolen vehicle – PC Folz advised he had two people under arrest at Airport Road by the train tracks – PC Jack was advised of the information and he told his coach he had heard. He did not appear to be in any type of hurry to assist his coworkers – PC Jack was told by his coach they would be attending and PC Pitts confirmed he was leaving at the same time. His coach had to repeat the location to PC Jack three times prior to even leaving the parking lot. He was encouraged to move faster so he could help his partners and all it did was slow him down. He appeared very confused and could not deal with the lack of information on the call – he wanted more details than just “go there to help the officers”. As the pressure was increased, his stress increased, and everything just slowed down. Since he did not have a detailed set of facts to start off with, it caused PC Jack to become confused, frustrated, and upset over what to do with the call.</p>	<p>Does Not Meet Requirements</p>
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INTERPERSONAL ATTRIBUTES	RATING
<p>INTEGRITY</p> <p>Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p> <p>Specific example:</p>	<p>Meets Requirements</p>
<p>RESPECTFUL RELATIONS</p> <p>Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.</p> <p>Specific example: PC Jack still has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. He has made an effort to avoid answer shopping and deals almost exclusively with his coach unless instructed otherwise. He biggest challenge this month has been with information sharing. On two different occasions he got into situations involving Sergeants and his coach in which he did not give complete information to the Sergeant to make an informed decision.</p> <p>On 21OCT09 PC Jack started early and was working in the office. Near the end of the day a collision came in and the dayshift Sergeant asked PC Jack to attend as he was available. He neglected to inform the Sergeant that he was not to attend calls alone. When discovered by his coach and discussed with the Sergeant, a lack of trust developed again from the lack of full disclosure.</p>	<p>Does Not Meet Requirements</p>

<p>SELF-CONFIDENCE</p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: PC Jack still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake.</p> <p>In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.</p>	<p>Does Not Meet Requirements</p>
<p>TEAM WORK</p> <p>Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement.</p> <p>Specific example: PC Jack has not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.</p>	<p>Meets Requirements</p>

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

COMMENTS AND SIGNATURES

Evaluation Meeting

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

Detachment Commander

Comments (Mandatory):

This member still requires a lot of instruction and direction when he should have reached a point of some independence. Constable JACK'S inability to multi-task and his confusion is very concerning when there are more than one thing to do. I have reviewed his work-improvement plan and the examples in this report and concur with the comments. I do not recommend him for permanent status at this time.

Detachment Commander:

Detachment Commander's Signature:

Date: 10 Nov 09

Instructions:

At the conclusion of each evaluation period:

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

Regional Commander (or designate)

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)
Signature:

Date:

Instructions:

At the conclusion of the evaluation period:

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

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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

Coach Officer's Comments:

Coach Officer's

Date:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

- (1) Attitude Towards Learning - PC Jack can work towards meeting standards in this category by accepting ownership and responsibility for his mistakes. He has the desire to learn, he just needs to focus on correction not blame. This will continue to be addressed by the coach officer whenever it occurs and corrected immediately.
- (2) Federal Statutes - PC Jack will need to invest some of his time in studying the elements of criminal offences and his arrest authorities and procedures. At each call for service that provides the opportunity, these elements will be discussed to ensure that PC Jack is aware of the circumstances and what options are available. While enroute to calls, he and his coach still develop a game plan of how to handle the call based on dispatch information alone.
- (3) Police Vehicle Operation - PC Jack is continuing remedial driver training with Sgt. Kent Taylor of GHQ.
- (4) Oral - PC Jack will need to focus more closely on hearing exactly what things are being said by the people he is speaking with. This will flow directly from his increased knowledge of Federal and Provincial Statutes as he will learn what questions to ask to help complete his investigation. When time permits, he can plan ahead and tell his coach officer what things he will be asking at the calls and what he plans to do with the information. He needs to avoid memorizing steps and listening to the information given to him through his questions.
- (5) Radio Communications - PC Jack will be monitored closely to ensure that he advises the dispatcher of every stop that he makes and what he is doing. It will continue to be pointed out to him by his coach officer if he ever misses hearing the radio.
- (6) Decisive Insight - PC Jack needs to make his best efforts at using common sense. Role playing ahead of time prior to attending calls can assist in this somewhat, and he will continue to be steered away from attempting to memorize calls and locations.
- (7) Analytical Thinking - As mentioned in the Oral category, as he improves with his knowledge of Federal Statutes, it flows that his thinking will improve as well. He will continue to discuss his thoughts and ideas with his coach officer when possible and avoid asking for the answer from his coach officer.
- (8) Resolution - PC Jack will continue to be forced to make decisions at calls. When he often shys away from making the decision and asks for the answer, he will be made to think on his own and develop a plan. Again, when time permits, these plans will be reviewed before and after the calls to determine their effectiveness.
- (9) Personal Accountability - No specific action step other than observing that other tasks are completed. It flows that if attempts are made to correct the problems and the steps are completed then the accountability will meet requirements.
- (10) Flexibility - As the fall months are slower than the summer, PC Jack will have an opportunity again at a slower pace to show he can multitask. He will have discussions with his coach officer about calls for service each day and why he chooses to do one over the other. He will also be asked to start each day with a plan of what he wants to accomplish.
- (11) Respectful Relations - PC Jack has to commit to himself that he will not answer shop and not blame others for his mistakes. He needs to commit to accepting responsibility for his actions. Once this is done, he will gain the trust of those he has spurned in the past.
- (12) Self-Confidence - PC Jack will have to continue to just trust his own instincts. He needs to gain confidence in order for most of the other areas to show improvement. He is trying hard not to fail, and as a result is hesitant to make mistakes. This is a natural part of learning and he needs to accept that he will make errors, but they can be corrected with work.

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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Comments mandatory at all levels

Accountable Supervisor's Comments:	
Accountable Supervisor's Signature:	Date:
Probationary Constable's Signature:	Date:
Detachment Commander's Comments: I concur with the Coach Officer's comments. If the member starts to take ownership for issues as they arise I feel he will have a greater level of achievement in all areas.	
Detachment Commander's Signature:	Date: 10 Nov 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

RESULTS ACHIEVED

To be completed by Accountable Supervisor

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

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

Probationary Constable's Signature:	Date:
Accountable Supervisor's Signature:	Date:

Ontario
Provincial
Police

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

Detachment Commander's Comments (mandatory):	
Detachment Commander's Signature:	Date:
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

From: Filman, Shaun (JUS)
Sent: August-31-09 2:07 PM
To: Lee, Dave E. (JUS); Kohen, Colleen (JUS)
Subject: FW: WIPS

From: Filman, Shaun (JUS)
Sent: August 31, 2009 3:24 AM
To: Flindall, Robert (JUS)
Subject: WIPS

SEE I DID IT!



Doc 1K WIP
Doc 1K WIP
Doc 1K WIP
Doc 1K WIP
Doc 1K WIP
Doc 1K WIP
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Doc 1K WIP
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Doc 1K WIP

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

Probationary Constable: Badge:	M. JACK 12690	Accountable Supervisor: Badge:	R FLINDALL
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS	
<p>Personal accountability - PC JACK has difficulty accepting responsibility for his actions where these actions have either been deemed inappropriate or deficient. In this above noted incident, PC JACK has not taken responsibility for not following the directions of his Sergeant.</p>	
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) <i>To be completed by Accountable Supervisor</i>
<p>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.</p>

Comments mandatory at all levels

Accountable Supervisor's Comments:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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 <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:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

Federal Statutes - PC JACK has investigated several federal statutes in his time so far. In the cases identified PC JACK either made an error (forgetting to read Rights to Counsel) which ultimately could compromise the outcome of the case. In regards to the Break and Enter PC JACK completed the briefs but then disagreed with the other officers involved about the charges laid. PC JACK questioned officers on other shifts that were not present and voiced his disagreement with the charges laid. In this case 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. The youths involved had no previous police involvement.

Coach Officer's Comments:

An easily corrected issue

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*

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. As for the issue around the break and enter PC JACK needs to familiarize himself with which elements actually constitute an offence and when officers who have experience are present with him and advise him that certain charges should be laid he should take that advice. If he doesn't believe that the offence has been completed he should research the offence rather than shop for answers from other officers.

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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 <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:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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

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

Resolution - PC JACK did not meet requirements in this field because a a stand by keep the peace that he attended and was unable to resolve the issue until another officer arrived. The main issue is that PC JACK did not request the other officer one of the parties involved did when they found that the problem was not being resolved and in fact said to the communications center "this is going no where". The underlying issue to this call was that the dispatch was taken over the phone by PC JACK at his request and he did not advise or bring another officer with him to a stand by and keep the peace.

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*

When a problem is taking to long to resolve or you are unsure of how to resolve a problem call another officer or better bring a second officer with you.

Comments mandatory at all levels

Accountable Supervisor's Comments:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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 <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:	

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate) Signature:	Date:
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PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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Probationary Constable: Badge:	M. JACK 12690	Accountable Supervisor: Badge:	R FLINDALL
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS	
Follow-up Indicated in previous evaluations PC JACK had shown good followup skills and kept a running list. It was identified in this evaluation that although the call for service was months old PC JACK did not have adequate information in regards to the witnesses that should have been identified of the hop and he had not taken statements that should have been identified as required and completed as soon as possible.	
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) <i>To be completed by Accountable Supervisor</i>
Identify who is a key witness to form grounds for an offence, obtain the appropriate names and contact information and obtain a detailed statement of those persons account of what happened as soon as possible.

Comments mandatory at all levels

Accountable Supervisor's Comments:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate)
Signature:

Date:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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- NO BASIS FOR RATING for the same category for two consecutive months.

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

Listening Skills - Have normally shown to be a good listener however recently he has been given specific instruction in relation to what to do for a certain case and what not to do. PC JACK ignored these instructions and did what he was told not to do and in the other case did not follow the direction he was given.

Coach Officer's Comments:

An easily corrected issue

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*

When a supervising officer instructs PC JACK to do something, especially a sargeant these instructions should be followed exclusively. Also when an experianced officer tells him he is not to do something like re-write a statement verbatim but make a synopsis for the sake of expiditing the case this should also be followed.

Comments mandatory at all levels

Accountable Supervisor's Comments:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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 <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:	

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate) Signature:	Date:
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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:	M. JACK 12690	Accountable Supervisor: Badge:	R FLINDALL
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS	
<p>Planning and organization -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>Part of the issue is that PC JACK will go too far in his investigation completeing tasks that don't need to be done or over investigating. This could be identified by typing a statement verbatim that didn't have to be or contacting and taking statement from witnesses that have no releavant information to provide.</p>	
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) <i>To be completed by Accountable Supervisor</i>
<p>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 that 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 implimented to get these tasks done</p>

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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 <i>To be completed by Accountable Supervisor</i>

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

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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Probationary Constable: Badge:	M. JACK 12690	Accountable Supervisor: Badge:	R FLINDALL
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS	
Provincial Statutes - Although for the most part PC JACK has been able to identify the elements of most provincial statutes he was not able to identify the elements associated with the Mental Health Act.	
Coach Officer's Comments: An easily corrected issue	
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) <i>To be completed by Accountable Supervisor</i>
Review the Mental Health Act and identify to his coach officer what would be required to make an arrest under the Mental Health Act and when someone may show signs of Mental Health issues but nit be a candidate for an arrest.

Comments mandatory at all levels

Accountable Supervisor's Comments:	
Accountable Supervisor's Signature:	Date:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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 <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:

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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.

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

Resolution - PC JACK did not meet requirements in this field because a stand by keep the peace that he attended and was unable to resolve the issue until another officer arrived. The main issue is that PC JACK did not request the other officer one of the parties involved did when they found that the problem was not being resolved and in fact said to the communications center "this is going no where". The underlying issue to this call was that the dispatch was taken over the phone by PC JACK at his request and he did not advise or bring another officer with him to a stand by and keep the peace.

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*

When a problem is taking to long to resolve or you are unsure of how to resolve a problem call another officer or better bring a second officer with you.

Comments mandatory at all levels

Accountable Supervisor's Comments:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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 <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:	

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

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

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Probationary Constable: Badge:	M. JACK 12690	Accountable Supervisor: Badge:	R FLINDALL
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DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS	
<p>Respectful relations - Does not meet requirements was selected here because several officers advised PC JACK of appropriate charges that should be laid in a break and enter. At the time PC JACK did not say anything to the officers involved but on a later date PC JACK was overheard asking other officers what they thought and giving them partial information. This answer shopping can paint the other officers in a bad light, creates rumors and deteriorates moral.</p>	
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) <i>To be completed by Accountable Supervisor</i>
<p>The main issue is answer shopping as indicated previosly this should be avavoided at all costs and if you are unsure ask the officer who gave the advice for clarification ofr consult the criminal code or other relevant source.</p>

Comments mandatory at all levels

Accountable Supervisor's Comments:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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 <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:	

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

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

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

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.

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*

Take ownership for mistakes, discipline or instruction and use these circumstances as learning opportunities and better yourself from them

Comments mandatory at all levels

Accountable Supervisor's Comments:

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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 <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:	

**PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate) Signature:	Date:
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PROBATIONARY OFFICIALS
WORK IMPROVEMENT PLAN

Date:
Month:
Year:

1. Job Description (if applicable)	2. Name of Supervisor
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[REDACTED]

From: Flindall, Robert (JUS)
Sent: September-13-09 5:36 PM
To: Campbell, Ron (JUS)
Cc: Kohen, Colleen (JUS); Filman, Shaun (JUS)
Subject: JACK WIP masterc.doc
Attachments: 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.

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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 complete)

To be completed by Accountable Supervisor

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

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

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

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

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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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.

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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

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

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

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

From: Taylor, Kent (JUS)
Sent: November-05-09 4:42 PM
To: Butorac, Peter (JUS)
Cc: Kohen, Colleen (JUS)
Subject: Michael Jack remedial driver training

Peter

I conducted further training with Michael Jack in Lindsay today. Report to follow.

I have booked another appointment with him for Thursday, November 19, 2009 at 13:00 hrs. Kawartha Lakes detachment.

If this is not good for your scheduling requirements please let me know and I can be flexible.

Kent

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

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

[REDACTED]

From: Taylor, Kent (JUS)
Sent: November-10-09 11:54 AM
To: Nie, Richard (JUS)
Cc: Campbell, Ron (JUS); Kohen, Colleen (JUS); Butorac, Peter (JUS); Vanlanduyt, Mark (JUS)
Subject: PC Jack - PCS66P - Police Vehicle Operation

Rich

Regarding PC Jack's upcoming PCS066P.

I have spent significant time with PC Jack in attempting to bring him to the standard of professional driving expected by the OPP. As you are aware, PC Jack was initially unsuccessful in his "Night Pursuit" evaluation at the Ontario Police College. After spending three one-on-one driving sessions with me he was successful at a re-evaluation and received his OPC diploma.

Subsequent to being posted to detachment, further concerns were identified regarding his driving. As a result, I initiated further remedial training with PC Jack. To date we have conducted two one-on-one driving instructional sessions and have a third session scheduled for 24Nov09.

These five one-on-one remedial driving sessions have resulted in significant improvement in PC Jack's driving skills. However, I believe that I still need to spend more time with him to develop his cognitive abilities which directly relate to multi-tasking. As you are aware, police driving places a great burden on officers to not only drive the vehicle, but do tasks such as monitor the radio, operate moving-mode radar and observe for violators.

Although PC Jack has made vast improvements in his driving, as of today, I do not feel that he meets requirements required in police vehicle operations.

Please let me know if you require any further information.

Kent

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

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[REDACTED]

From: Nie, Richard (JUS)
Sent: October-07-09 4:25 PM
To: Campbell, Ron (JUS); Kohen, Colleen (JUS); Salter, Peter (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS)
Subject: PC Jack evaluation draft
Attachments: Recruit Prob Eval(jack#9).doc; Recruit Prob Eval (Jack work improve #9).doc

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

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

Rich



Ontario
Provincial
Police

File: 291

PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

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

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

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

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

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

PERFORMANCE ASSESSMENT

The Performance Assessment Criteria have been developed to provide a standardized rating for levels of performance. Probationary Constables must achieve "Meets Requirements" in all categories in order to be recommended for permanent status.

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

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

<p>On 18SEP09 PC Jack was returning to his patrol zone from a call. He was involved in a discussion with his coach about the call when a youth on the sidewalk rode his bicycle out in front of the cruiser. PC Jack had to brake and then observed the youth do a circle on the road in front of him and then proceed back onto the sidewalk. The youth had no helmet or light and it was also well after dark. When questioned as to why he didn't stop to speak with the youth, PC Jack advised that he wasn't thinking in a police officer mind set – he was told that he was working the full 12 hours and that he needs to be able to multitask – just because he is talking doesn't mean he can't stop to deal with an offence.</p>	
<p>TRAFFIC ENFORCEMENT</p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: PC Jack has written 4 provincial offence notices during this time frame. According to RMS, for this month he had 21 calls for service of which 10 were reportable incidents. PC Jack is often content on staying at the detachment to complete paperwork. He has difficulty prioritizing his tasks to allow for more enforcement. He will get focused on one task or assignment and not be able to think about proactive things until he has the first completed. He is being taught to use the community policing offices to complete his work as opposed to wasting time by driving all the way back to the detachment after each call.</p>	<p>Does Not Meet Requirements</p>

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

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

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

PROBLEM SOLVING SKILLS	RATING
<p>DECISIVE INSIGHT</p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: PC Jack has a lot of difficulty in this area. He is very intelligent person and is extremely book smart. His struggle comes when he attempts to convert this book knowledge into practical use on the road. PC Jack attempts to fit every incident into a mold or proforma that he can follow in future calls. As long as the call plays out identical to the one he experienced before, he does a good job. When the situation changes, PC Jack runs into trouble as he attempts to do things from the way he has memorized before.</p> <p>On 19SEP09 PC Jack observed a pedestrian walking down the road carrying a cup. PC Jack's first reaction was to say that he thought the man was drunk. His reasoning was that it was at night and he was hiding a cup. He proceeded to stop the cruiser (half in a live lane with no emergency lights) and speak with the male. The male was going for a walk with his Tim Horton's coffee. PC Jack was very awkward with his approach and it caused the male to look at his coach officer for clarification as to why he was stopped. The male actually asked if he was doing something wrong. The minute he realized it was a coffee cup and the male wasn't intoxicated he should have changed his approach away from interrogation to a friendly chat, which is was unable to do.</p>	<p>Does Not Meet Requirements</p>
<p>ANALYTICAL THINKING</p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: PC Jack does well at parts of this category, but in others he lacks. He is a very methodical and systematic thinker, and tries to make patterns and proformas to handle his calls. The</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>RESOLUTION</p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: PC Jack has trouble determining what is the most appropriate solution to a problem he faces. He either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting his decision is correct.</p> <p>At a stand by keep the peace call on 15SEP09 PC Jack was unable to reach either the complainant or the homeowner at the time of the call. He decided to attend the residence and determined that no one was home. He then proceeded to call the dispatcher and have her call the complainant to attend and gather her belongings. The coach officer stopped this and asked PC Jack why he would have someone come to get there belongings alone without being able to ensure they didn't take the homeowners property. He blamed his lack of judgement on other officers he worked with saying he thought he had seen them do that before at a stand by. When he was asked to explain the circumstances of that call, it was clear that it was not a similar incident and he agreed that the details were different.</p>	<p>Does Not Meet Requirements</p>
<p>FOLLOW-UP ORIENTATION</p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

LEADERSHIP ATTRIBUTES	RATING
<p>INITIATIVE</p> <p>Tries to make a positive difference, improve outcomes and effectively manage problems.</p> <p>Specific example: PC Jack is doing the best he can given the circumstances. He is willing to participate in things like RIDE checks and tries to stay positive. He understands that he has work to do to improve in several areas and has been willing to attempt to correct these areas. He needs to continue to work at staying out of the detachment</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>PERSONAL ACCOUNTABILITY</p> <p>Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.</p> <p>Specific example: 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>PLANNING & ORGANIZING</p> <p>Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.</p> <p>Specific example: When it comes to paperwork and follow-up, PC Jack is very organized and looks after his task list appropriately. In regards to calls for service, PC Jack has trouble prioritizing his calls - this is commented on under Flexibility and Problem solving skills.</p>	<p>Meets Requirements</p>
<p>FLEXIBILITY</p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example: PC Jack has difficulty under stressful situations. He is very good at staying focused on one specific task, but he has trouble adapting to multiple things. When he is confronted with more than one task at once, his decision-making tends to break down and other things falter such as his driving.</p> <p>On 09SEP09 at the start of shift PC Jack was advised of a pending threats call. He was</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>INTEGRITY</p> <p>Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p> <p>Specific example:</p>	<p>Meets Requirements</p>
<p>RESPECTFUL RELATIONS</p> <p>Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.</p> <p>Specific example: PC Jack has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. Unfortunately, he has not gained the trust of his coworkers with his decision to answer shop. As mentioned previously, PC Jack continually asks questions that he appears to know the answers to already. It appears that he is well aware of the fact that he is doing this as he has chuckled sometimes when his coach officer has pointed it out to him. He respects the skills and expertise of his partners, however has shown that he will blame another officer rather than admit a mistake.</p>	<p>Does Not Meet Requirements</p>
<p>SELF-CONFIDENCE</p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: PC Jack does not show a lot of confidence in doing his job. When accepting criticism he often goes quiet and appears angry. He then takes time to formulate a response which always entails placing the blame on another officer for causing his error. He has been encouraged to trust his instincts in making decisions instead of solely relying on his coach for the answers.</p> <p>On 02OCT09 at a family dispute call, PC Jack got to a point in the investigation that it was clear that he did not know what to advise that complainant. Instead of admitting to the complainant that he didn't know what to do, he continued to attempt to resolve things by given answers that were not correct. He ultimately stopped himself by directing the complainant to talk to his coach instead because he was the more senior officer. It was explained to him that people appreciate the fact that some of us are learning a job and that honesty works best in gaining the public's trust.</p>	<p>Does Not Meet Requirements</p>

<p>TEAM WORK</p> <p>Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement.</p> <p>Specific example: PC Jack has been a willing participant in shift RIDE checks. Though quiet in nature, he appears to get along well with the other members of his shift.</p>	<p>Meets Requirements</p>
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PERSONAL IMPACT	RATING
<p>SELF-AWARENESS</p> <p>Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions.</p> <p>Specific example: PC Jack is aware that everyone comes from a different background with different opinions. He does not let these things affect his decisions or communications with the public.</p>	<p>Meets Requirements</p>
<p>DEPARTMENT</p> <p>Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism.</p> <p>Specific example: Other than going quiet at times during instruction, PC Jack has not shown any instances where he has not been able to control his emotions.</p>	<p>Meets Requirements</p>
<p>APPEARANCE</p> <p>Projects a positive and professional image; maintains uniform and equipment.</p> <p>Specific example: PC Jack always maintains his uniform and equipment in top condition.</p>	<p>Meets Requirements</p>

COMMENTS AND SIGNATURES

Evaluation Meeting

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

Detachment Commander

Comments (Mandatory):

Detachment Commander:

Detachment Commander's Signature:

Date:

Instructions:

At the conclusion of each evaluation period:

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

Regional Commander (or designate)

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)
Signature:

Date:

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

(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]

From: Nie, Richard (JUS)
Sent: December-14-09 5:26 AM
To: Kohen, Colleen (JUS); Reynolds, Michael (JUS)
Subject: PC Jack

Colleen

I have completed PC Jack's 11mth evaluation and it has been signed off by PC Jack, myself, and Sgt. Butorac. I'm sorry I didn't have a chance to send it to you first this time but given he received his termination letter last night I felt it was okay to get it done anyways.

Let me know if you need anything else from me

Thanks again

Rich.

A/Insp Reynolds - the original is sitting on your desk and I marked where your signatures are required.

[REDACTED]

From: Taylor, Kent (JUS)
Sent: October-05-09 12:41 PM
To: Kohen, Colleen (JUS)
Cc: Campbell, Ron (JUS); McNeely, Dave (JUS); Nie, Richard (JUS)
Subject: PC Michael Jack - Driving Remediation

S/Sgt Kohen

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

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

I will advise when we have further information.

Thank you.

Kent

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

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

[REDACTED]

From: Campbell, Ron (JUS)
Sent: August-27-09 4:22 PM
To: Flindall, Robert (JUS); Filman, Shaun (JUS); Postma, Jason (JUS); Nie, Richard (JUS)
Cc: Kohen, Colleen (JUS); Johnston, Mike P. (JUS)
Subject: PCS066 for Mike Jack

Rob, Please read the below emails. S. Sgt Kohen requires electronic copies of Cst. Jack's evaluations emailed to her. We will have a phone meeting 2pm on Monday 31 Aug 09 I think we will call from the board room phone. Ron

You sure can.. 505 4030.

Are you sending the PCS66P via e mail as my office is in Burlington Det... I only go to GHQ once a week to pick up the originals

Colleen

From: Campbell, Ron (JUS)
Sent: August 27, 2009 4:07 PM
To: Kohen, Colleen (JUS)
Subject: RE: PC Jack

could we call you about 2pm on Monday??

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

From: Kohen, Colleen (JUS)
Sent: Thursday, August 27, 2009 3:58 PM
To: Campbell, Ron (JUS)
Cc: Johnston, Mike P. (JUS)
Subject: RE: PC Jack

Hi Ron

I am more then willing to assist. I have reviewed my file and can say that I have received month 1 and 2 (combined) and month 3 and 4 PCS66P

I was at GHQ yesterday and no other PCS66P for Prob Jack was there. He is currently in month 8 . I assume they have been submitted to Region ?

For the conf call would it be possible to get an e mail copy of month 6 and 7 .. For me to review.

I am good Monday or Tuesday next week and just let me know what time and where to call into .

Colleen

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

[REDACTED]

From: Kohen, Colleen (JUS)
Sent: November-12-09 7:06 PM
To: Hannes, Renee (JUS); Thomas, Sandy (JUS)
Subject: Prob Jack

Good evening

I have just finished a conf call with Det members and Region re Prob Jack who has not been recommended for permanent status in his 10 month pcs66p

Renee .. I had sent Sandy and Margaret and message last month outline (giving them the heads up) that things were not improving for this member in month 9 Month 10 review was due yesterday and upon reviewing this member PCS66P he still has 12 Does not meet requirements(out of 28)

Region (Hugh stevenson) position is to release I support this recommendation from my experience. (I have been working with Det members (coach, Sgt and det commander) since month 5 of this members Prob period.)

My normal course of action is

I will consult with legal

After that has been completed I work with Det/region to submit a BN via CDB and then upstairs for approval of both Prov Commander and Deputy Lewis.

Once that is done and approved. I work with region on the required letters that must be served and I also connect oppa to provide them the heads up

This all falls into place once we get approval from the Deputy Office

I will be consulting with Chris D

When i am back in the office

Next week

Colleen

[REDACTED]

From: Kohen, Colleen (JUS)
Sent: October-16-09 11:43 AM
To: Pomeroy, Margaret (JUS)
Subject: Prob Jack

Good Morning Margaret

Wanted to provide you a update on a Probationary Constable

- Prob Jack started his probation period on 09 Jan 2009
- Posted to Peterborough County Central Region
- Month 1 and 2 (09 Jan to 09 Mar) which are combined performance reviews this member had 4 Does not meet requirements: Police Vehicle Operation, Radio Communication, Flexibility- The work improvement plan was not given to the member until 15 April by Detachment
- Month 3 (09 Mar to 9 Apr) performance review this member had no Does Not Meet Requirements.
- Month 4 (09 Apr to 09 May) performance review this member had no Does Not Meet Requirements.
- Month 5 (09 May to 09 Jun) performance review this member had no Does Not Meet Requirements but his performance review was given to him on the 16 Aug which is 2 months after the fact.
- Month 6 and 7 combined performance review (09 Jun to 09 Aug) this member had 10 Does Not Meet Requirements: Prov Statuses Federal Status, Listening Skills, Radio Communication, Resolution, Follow up, Personal Accountability, Planning and Organizing, Respectful Relations, Self Confidence. This performance review was given to him on the 20 Aug and he refused to sign it.
- Month 8 performance review (08 Aug to 08 Sept) this member had 17 Does Not Meet Requirements : Attitude Towards Learning, Prov Status, 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, Department. This performance review was given to Prob Jack on the 11 Sept. He refused to sign the performance review but later on the 25 Sept provided a statement
- I became involved with Detachment 27 August. Since that time we have had 3 conference calls with Detachment members and Region, we have changed his coach officer and platoon which is reflective of his month 9 performance review. Was able to assist in this member attending additional driving with Sgt McNeely.
- Month 9 performance review (09 Sept to 09 Oct) this member had 13 Does Not Meet Requirements: Attitude Towards Learning, Fed Status, Police Vehicle Operations, Traffic Enforcement, Oral Communication, Radio Communication, Decisive Insight, Analytical Thinking, Resolution, Personal Accountability, Flexibility, Respectful Relations, Self Confidence. This performance review was given to Prob Jack on the 13 Oct and Prob Jack did sign the performance review.
- Proposed direction for month 10 (09 Oct to 09 Nov) is once coach officer has completed the performance review arrange another conference call with Detachment members and Region prior to disclosure.

Wanted to provide you heads up on this member and will keep you apprised

Colleen

C.S.Kohen

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

From: [Redacted]
Sent: [Redacted]
To: [Redacted]
Subject: [Redacted]

Good Morning,

Wanted to provide you with an update on the [Redacted] position.

Job was advertised on [Redacted] on 02/10/2005.

Position is currently open in the [Redacted] Region.

Month 1 and 2 (02/10/05 to 02/28/05) which are completed performance reviews for member [Redacted] and [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 3 (02/29/05 to 03/31/05) performance review for member [Redacted] in the [Redacted] Region.

Month 4 (03/31/05 to 04/30/05) performance review for member [Redacted] in the [Redacted] Region.

Month 5 (05/01/05 to 05/31/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 6 (06/01/05 to 06/30/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 7 (07/01/05 to 07/31/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 8 (08/01/05 to 08/31/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 9 (09/01/05 to 09/30/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 10 (10/01/05 to 10/31/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 11 (11/01/05 to 11/30/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Month 12 (12/01/05 to 12/31/05) performance review for member [Redacted] in the [Redacted] Region. The work in this area was not done until 10/01/05 by [Redacted].

Colleen
C. S. Kohler

Staffing Officer
Career Development Bureau
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905 973- 8877 (cell)

From
Sent
To
Subject

Good Morning

Wanted to provide you with the following information

Job was reviewed by the member on 02 Jan 2003

Position: Performance Only Central Region

Month: Jan 02 to 09 Mar / with an optional performance review that is required. The work information provided to the member on 18 Mar by Department

Month: 02 Mar to 09 Apr / performance review is required on 02 Mar

Month: 09 Apr to 09 May / performance review is required on 09 May

Month: 09 May to 09 Jun / performance review is required on 09 Jun. The work information provided to the member on 18 Jun by Department

Month: 09 Jun to 09 Jul / performance review is required on 09 Jul

Month: 09 Jul to 09 Aug / performance review is required on 09 Aug. The work information provided to the member on 18 Aug by Department

Month: 09 Aug to 09 Sep / performance review is required on 09 Sep

Month: 09 Sep to 09 Oct / performance review is required on 09 Oct. The work information provided to the member on 18 Oct by Department

Month: 09 Oct to 09 Nov / performance review is required on 09 Nov

Month: 09 Nov to 09 Dec / performance review is required on 09 Dec. The work information provided to the member on 18 Dec by Department

Month: 09 Dec to 09 Jan / performance review is required on 09 Jan

Month: 09 Jan to 09 Feb / performance review is required on 09 Feb. The work information provided to the member on 18 Feb by Department

Month: 09 Feb to 09 Mar / performance review is required on 09 Mar. The work information provided to the member on 18 Mar by Department

Wanted to provide you with the following information

Colleen

O & K

[REDACTED]

From: Kohen, Colleen (JUS)
Sent: November-24-09 10:30 AM
To: Thomas, Sandy (JUS); Hannes, Renee (JUS); Stevenson, Hugh (JUS); Campbell, Ron (JUS)
Cc: Nie, Richard (JUS); Butorac, Peter (JUS); Lee, Dave E. (JUS)
Subject: Prob Jack

Good Morning

I had the opportunity yesterday to speak with Chris Donszelmann from Legal Branch yesterday. We have reviewed the provided performance reviews and work improvement plans that have been provided by Detachment on Prob Jack in Peterborough County.

Legal opinion is to proceed with your proposed direction of releasing Prob Jack as per our normal dismissal process.

I will be completing with the assistance of Detachment a BN which will be submitted via my Bureau (CDB) then it will go to Prov Commander Alleyne and Deputy Lewis. I will ensure that Region obtains a copy of this BN.

I require from Detachment the final copy of the chronological events to be included in this BN.

Once the BN has been given to the Provincial Commanders for review and approval, I will be in the mean time working with Detachment and Region to ensure that the letter is given to Prob Jack which will outline that we are proposing his release from employment and that he will have an opportunity to meet with C/Supt Armstrong and if he choose may have OPPA present at this meeting.

This letter will not be served until the approval has been received.

I will also be in contact with the OPPA to give them the heads up of this direction.

Ron

Can you please advise me when you think the chronological of events will be completed ?

Colleen

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

[REDACTED]

From: Taylor, Kent (JUS)
Sent: December-01-09 2:52 PM
To: Beckett, Dom (JUS)
Cc: Nie, Richard (JUS); Kohen, Colleen (JUS); Butorac, Peter (JUS); Jack, Michael (JUS)
Subject: Probationary Constable Michael Jack - Remedial driver training completion

Inspector Beckett

On Tuesday 24Nov2009 I completed the course of remedial driver training that I had been requested to initiate with Probationary Constable Michael Jack. The training that I conducted with him was very extensive and included information on dealing with the cognitive components of driving (i.e. attention, distractions, multi-tasking, fatigue, etc) as well as the traditional skill areas most commonly associated with driver training.

As your records will indicate, I also conducted three one-on-one driving sessions with him subsequent to his OPC recruit training as he was not successful in their final driving evaluation. He returned to the OPC after our three sessions and passed their driving evaluation.

In total, I have had six one-on-one driving sessions with him subsequent to OPC.

I am now satisfied that Michael is capable of driving OPP vehicles in a safe and professional manner. He is also well aware that being a safe driver is a choice that each of us must make. I believe that it would also benefit him to attend the OPP "Performance Driving Seminar" at the OPC track in the future if you are able to schedule him in.

Thank you and please contact me at any time if you require further information.

Kent

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

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

From: Bell, Cathy (JUS)
Sent: December-04-09 3:07 PM
To: Kohen, Colleen (JUS)
Cc: Silverthorn, Mary (JUS)
Subject: Probationary Jack

Hello Colleen,

As per your inquiry yesterday, this has been signed by Commander and forwarded to Deputy Lewis. He is not in today.

Thanks,
Cathy

From: Van Dyk, Brenda (JUS)
Sent: December-11-09 4:25 PM
To: Kohen, Colleen (JUS)
Cc: Hannes, Renee (JUS); Thomas, Sandy (JUS)
Subject: Proposal to Release Prob Const

Hi Colleen,

Proposal to Release Prob Const Jack BN received approved and forwarded to Renee Hannes.

Thx

Brenda Van Dyk
Administrative Assistant
Office of the Bureau Commander
Career Development Bureau
Ontario Provincial Police
(705) 329-6179
(705) 329-6188 (fax)