



## Flindall, Robert (JUS)

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**From:** Wagar, Steven (JUS)  
**Sent:** August 11, 2009 5:13 PM  
**To:** Flindall, Robert (JUS)  
**Subject:** 8 Sat Aug 09

Sgt,

On Saturday August 8th 2009 in the morning I was sitting in the constables office transcribing a KGB interview from an unrelated occurrence. I was sitting across from PC Pitts who was also working on another unrelated occurrence. I observed PC Jack approach PC Pitts several times asking him questions about a brief he was working on. Jack stated that it was in regards to a break an enter at Youngs Point School. I over heard Jack attempt to explain the event as; upon officers arrival they found several persons on the roof of the school but no evidence that they had actually broken into the school. Jack stated that he was told to lay the charge by yourself Sgt Flindall and PC D'Amico and he did not feel comfortable laying the charge as he felt they were only trespassing. PC Pitts tried to explain using the information that PC Jack had provided of possible charges. At the end of the conversation PC Jack admitted that one of the suspects had stated he had gone into the school through an open doorway. PC Pitts and myself explained to PC Jack about the "threshold rule" in regards to breaking and entering. During the conversation it appeared to me that PC Jack was trying to sell his view of the event to PC Pitts, but PC Pitts continuously told PC Jack to speak with yourself and follow your direction as he was not at the event and could only give him advice based on what he was being told.

Provincial Constable  
Steven Wagar  
12255  
Peterborough County OPP



**Flindall, Robert (JUS)**

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**From:** Flindall, Robert (JUS)  
**Sent:** August 11, 2009 5:08 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** RE: At Scenes Collision Investigation Course - PPA - October 19th through 23rd, 2009

**Sensitivity:** Confidential

I've canvassed my shift and no one wishes to attend. I already have quite a few who have already attended. PC JACK asked to go, but I am not supporting this at this time.

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

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**From:** Campbell, Ron (JUS)  
**Sent:** August 10, 2009 9:27 AM  
**To:** Flindall, Robert (JUS); Banbury, Trevor (JUS)  
**Subject:** FW: At Scenes Collision Investigation Course - PPA - October 19th through 23rd, 2009  
**Importance:** High  
**Sensitivity:** Confidential

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I have not heard from either of you. Please advise your selections. Ron

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

**From:** Johnston, Mike P. (JUS)  
**Sent:** Wednesday, July 29, 2009 8:48 AM  
**To:** Banbury, Trevor (JUS); Campbell, Ron (JUS); Conway, Jane (JUS); Flindall, Robert (JUS); Johnston, Mike P. (JUS); Postma, Jason (JUS); Rathbun, Brad (JUS); Smith, Gerry A. (JUS); Syvret, William (JUS)  
**Cc:** Shaw, Norm (JUS)  
**Subject:** FW: At Scenes Collision Investigation Course - PPA - October 19th through 23rd, 2009  
**Importance:** High  
**Sensitivity:** Confidential

Sergeants

Please provide candidate names for this course to Staff Sergeant Campbell by 21 Aug 09. Any member that is interested in going onto TTCI training will have priority.

Thanks

Mike

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**From:** Shaw, Norm (JUS)  
**Sent:** July 28, 2009 6:44 AM  
**To:** Borton, Doug (JUS); Chong, Edward (JUS); Johnston, Mike P. (JUS); Campbell, Ron (JUS); Cockburn, Dirk (JUS); Beckett, Dom (JUS); Sills, Steven (JUS); DiMarco, Rose (JUS); Sweeney, Greg (JUS); Frew, Mike (JUS); Hunter, Kevin (JUS); Hewlett, Shawn (JUS); Reynolds, Michael (JUS); Bowles, David H. (JUS); Quigley, Malcolm (JUS)  
**Cc:** Wishart, Cathy (JUS); Robertson, Sandra E. (JUS); Jollymore, George (JUS)  
**Subject:** At Scenes Collision Investigation Course - PPA - October 19th through 23rd, 2009  
**Importance:** High  
**Sensitivity:** Confidential

Detachment Commanders / Operations Managers,

Your respective detachments have been allotted one (1) seat on the above-noted course.

For those locations that have already been contacted regarding the 2010 TPCI training course allotment, just a reminder that this course is a prerequisite for your 2010 TPCI candidate and they must attend this fall as it is unknown when we will be holding add'l At Scenes Courses.

May I please have the name and badge number of your personnel selected for this course prior to August 31st..

Thanks,  
Norm

Cathy / Sandra,

For your files please.

Thanks,  
Norm



**Flindall, Robert (JUS)**

---

**From:** Flindall, Robert (JUS)  
**Sent:** August 10, 2009 2:26 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** RE: Provincial Communication Centre Notification

I'm doing up a positive 233-10 for the officers involved. Our new auxillary [REDACTED] did a smash up job locating one of the suspects in the water. Chad is going to do up a 233-10 for her good work on the call as well.

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

---

**From:** Campbell, Ron (JUS)  
**Sent:** August 10, 2009 9:44 AM  
**To:** Flindall, Robert (JUS); Laperle, Chad (JUS); Jack, Michael (JUS); Moran, Melynda (JUS); Filman, Shaun (JUS)  
**Cc:** Johnston, Mike P. (JUS)  
**Subject:** FW: Provincial Communication Centre Notification

Good work by those involved. I could not find the court brief synopsis though. Ron  
-----Original Message-----

**From:** Notification.Administrator@jus.gov.on.ca [mailto:Notification.Administrator@jus.gov.on.ca]  
**Sent:** Thursday, August 06, 2009 11:24 PM  
**To:** OPP DL CR Notifications  
**Subject:** Provincial Communication Centre Notification

CENTRAL Region

**Incident #13202**

**Date/Time:** 06AUG09 2219

**Detachment:** Peterborough County

**Incident Type:** CANINE MANDATED INCIDENT

**Location:** 2725 Chalmers Ave, Youngs Point

**Synopsis:** Break and Enter in progress interrupted by officers following call from neighbour. 5 males flee scene, 4 apprehended after foot pursuits. K9 dispatched to scene and will clear school property.

**RMS#** SP09178964

**Investigating Officer:** Const. DAMICO

**Detachment NCO:** Sgt. FLINDALL

**Duty Officer Immed. Notified:** No

**Detachment Commander/Ops Manager Notified:** Yes -

**Crime Unit Notified:** No

Other Special Unit Notified: No  
Outside Agencies Notified: No  
PCC Sgt. Author: Chris Watkins





[REDACTED]

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**From:** Johnston, Mike P. (JUS)  
**Sent:** August 10, 2009 9:13 PM  
**To:** Campbell, Ron (JUS); Flindall, Robert (JUS); Laperle, Chad (JUS); Jack, Michael (JUS); Moran, Melynda (JUS); Filman, Shaun (JUS)  
**Subject:** Re: Provincial Communication Centre Notification

Excellent work guys and girls.

Mike J.

Sent from my BlackBerry Wireless Device

---

**From:** Campbell, Ron (JUS)  
**To:** Flindall, Robert (JUS); Laperle, Chad (JUS); Jack, Michael (JUS); Moran, Melynda (JUS); Filman, Shaun (JUS)  
**Cc:** Johnston, Mike P. (JUS)  
**Sent:** Mon Aug 10 09:44:15 2009  
**Subject:** FW: Provincial Communication Centre Notification

Good work by those involved. I could not find the court brief synopsis though. Ron

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

**From:** Notification.Administrator@jus.gov.on.ca [mailto:Notification.Administrator@jus.gov.on.ca]  
**Sent:** Thursday, August 06, 2009 11:24 PM  
**To:** OPP DL CR Notifications  
**Subject:** Provincial Communication Centre Notification

**CENTRAL Region**

**Incident #13202**

**Date/Time: 06AUG09 2219**

**Detachment: Peterborough County**

**Incident Type: CANINE MANDATED INCIDENT**

**Location: 2725 Chalmers Ave, Youngs Point**

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**RMS# SP09178964**

**Investigating Officer: Const. DAMICO**

**Detachment NCO: Sgt. FLINDALL**

**Duty Officer Immed. Notified: No**

**Detachment Commander/Ops Manager Notified: Yes -**

**Crime Unit Notified: No**

**Other Special Unit Notified: No**

**Outside Agencies Notified: No**

**PCC Sgt. Author: Chris Watkins**



**Flindall, Robert (JUS)**

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**From:** Flindall, Robert (JUS)  
**Sent:** August 2, 2009 7:15 PM  
**To:** Johnston, Mike P. (JUS)  
**Subject:** RE: [REDACTED]

Inspector,

I've just gotten back in from a weeks holidays and have been reviewing emails. I was aware of your email below as Jen Payne called me on holidays to discuss issues with PC Jack - I was almost to Chicago when she called. PC Jack's current employment with us is in serious jeopardy as a result of his actions and inactions. I need to speak with you about this asap to get some input and direction from you on this. I was planning on coming in on Tuesday to speak with you, as long as you are available?

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

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

**From:** Johnston, Mike P. (JUS)  
**Sent:** July 31, 2009 6:07 PM  
**To:** Jack, Michael (JUS); D'Amico, Maria (JUS); Flindall, Robert (JUS)  
**Subject:** [REDACTED]

Mike

had a 45 minute telephone call from this gentleman complaining that you have not contacted his neighbor regarding a driving incident.

As you are aware [REDACTED] is in a chronic neighbor dispute with his neighbor - Mr. Anderson. The neighbor that has to be contacted is not [REDACTED]

Please contact the complainant in this investigation and follow-up.

Please advise your actions to myself and Mary D'Amico and Sgt Flindall.

Thanks

Mike Johnston  
Inspector

-----  
Sent from my BlackBerry Wireless Device



**Flindall, Robert (JUS)**

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**From:** Jack, Michael (JUS)  
**Sent:** July 31, 2009 9:35 PM  
**To:** Flindall, Robert (JUS)  
**Cc:** Campbell, Ron (JUS)  
**Subject:** Overtime SP09164458

Hi Sgt. Flindall,

I worked 7 hours OT on Thursday, July 23rd and 13 hours OT on Friday, July 24th as per S/Sgt. Campbell order on R. vs [REDACTED] case [REDACTED]

Michael





**Flindall, Robert (JUS)**

**From:** Jack, Michael (JUS)  
**Sent:** July 31, 2009 8:58 PM  
**To:** Johnston, Mike P. (JUS)  
**Cc:** Flindall, Robert (JUS); D'Amico, Maria (JUS)  
**Subject:** RE: [REDACTED]

Hello Inspector Johnston,

I contacted [REDACTED] and [REDACTED] neighbour, [REDACTED] the same night the complaint against [REDACTED] was filed by [REDACTED] - on July 3rd, 2009. The investigation was completed on July 13th 2009 and all the involved parties were advised of the resolution. I advised [REDACTED] and [REDACTED] that I did not have any applicable charges to lay against [REDACTED] for what he reportedly did. Please see SP09146028. [REDACTED] were seemingly upset that no charges were laid against [REDACTED] and it appeared that both [REDACTED]s and Woodhouses wanted to have [REDACTED] charged with something, no matter what.

I spoke with [REDACTED] and [REDACTED] on the phone on July 31st 2009 at approximately 20:00 hrs and 20:20 hrs, respectively and asked them if they would be willing to attend Peterborough County O.P.P. detachment to provide cautioned video/audio recorded statement about all aspects of [REDACTED] conduct towards them. Both parties wished to provided statements.

[REDACTED] will be attending Peterborough County O.P.P. detachment on Saturday, August 1st, 2009 at 18:00 hrs for providing a statement.

[REDACTED] will be attending Peterborough County O.P.P. detachment on Sunday, August 2nd, 2009 at 18:00 hrs for providing a statement.

Thank you

Michael

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

**From:** Johnston, Mike P. (JUS)  
**Sent:** July 31, 2009 6:07 PM  
**To:** Jack, Michael (JUS); D'Amico, Maria (JUS); Flindall, Robert (JUS)  
**Subject:** [REDACTED]

Mike

I had a 45 minute telephone call from this gentleman complaining that you have not contacted his neighbor regarding a driving incident.

As you are aware [REDACTED] is in a chronic neighbor dispute with his neighbor - Mr. Anderson. The neighbor that has to be contacted is not [REDACTED]

Please contact the complainant in this investigation and follow-up.

Please advise your actions to myself and Mary D'Amico and Sgt Flindall.

Thanks

Mike Johnston  
Inspector

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Sent from my BlackBerry Wireless Device

**Flindall, Robert (JUS)**

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**From:** Jack, Michael (JUS)

**Sent:** July 29, 2009 6:12 AM

**To:** [REDACTED]

**Cc:** Flindall, Robert (JUS)

**Subject:** Statement from [REDACTED]

Hi Jeff,

It is Cst. Jack from Peterborough County O.P.P. I hope you remember. I wonder if you had a chance to get a statement from [REDACTED] regarding the unauthorized usage of his MasterCard credit card. I have completed my investigation and ready to submit my Crown Brief [REDACTED] statement is the last crucial piece of information that I am still awaiting for. Could you please let me know in either case?

Thank you

Michael



**Flindall, Robert (JUS)**

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**From:** Jack, Michael (JUS)  
**Sent:** July 24, 2009 12:15 AM  
**To:** OPP DL Peterborough County Detachment (JUS)  
**Subject:** RPG for arrest of [REDACTED]

SP09164458

RPG exist 23 JUL 09

[REDACTED]  
Criminal Harassment – threatening conduct. Sec. 264(2)(d) CC

Current address:

[REDACTED]  
If arrested please hold and advise P/C Jack right away (740-5765)

Thanks,

P/C Jack  
12690

Auth-Sgt. Flindall

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**Flindall, Robert (JUS)**

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**From:** Campbell, Ron (JUS)  
**Sent:** July 17, 2009 2:50 PM  
**To:** Filman, Shaun (JUS); Jack, Michael (JUS); Flindall, Robert (JUS)  
**Cc:** Johnston, Mike P. (JUS)  
**Subject:** oVERDUE MONTH 5 27 jUN 09

Shaun: We got notice from Region that this report month 5 is overdue. I just reviewed a couple of the other Probationary officers the other day. Yours is the only one left. Please submit tks Ron



**Flindall, Robert (JUS)**

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**From:** Flindall, Robert (JUS)  
**Sent:** June 24, 2009 11:26 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** RE: Driving Presentation Class List

All three of my members are confirmed -

GILLIAM / JACK 0900 hrs  
RUSAW 1300 hrs

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

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**From:** Campbell, Ron (JUS)  
**Sent:** June 24, 2009 11:06 AM  
**To:** Flindall, Robert (JUS)  
**Subject:** FW: Driving Presentation Class List

~~Please confirm the 3 from your shift are still going. Tks Ron~~

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

**From:** Johnston, Mike P. (JUS)  
**Sent:** Wednesday, June 24, 2009 11:00 AM  
**To:** Campbell, Ron (JUS)  
**Cc:** Smith, Gerry A. (JUS)  
**Subject:** FW: Driving Presentation Class List

Ron /Gerry

FYI as you are the point person(s) on this training.

Mike

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**From:** Robertson, Sandra E. (JUS)  
**Sent:** June 24, 2009 10:55 AM  
**To:** Burton, Michael (JUS)  
**Cc:** OPP DL CR Detachment Commanders  
**Subject:** Driving Presentation Class List

Good morning,

Please find attached a class list for the Driving Presentations being held on June 25th in Lindsay and June 29th at GHQ.

<< File: Driving Presentations - Presentation Schedule.xls >>

Thank you.

*Sandra E. Robertson*

OPP - Central Region  
Administrative Assistant

☎ 705-329-7417

☎ 705-329-7407





**Flindall, Robert (JUS)**

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**From:** Flindall, Robert (JUS)  
**Sent:** June 7, 2009 4:25 AM  
**To:** Jack, Michael (JUS)  
**Subject:** Occurrence addresses in Niche

Mike,

When completing an occurrence in RMS, you always need to indicate an occurrence address. This is missing in your Niche occurrences.

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



**Flindall, Robert (JUS)**

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**From:** Flindall, Robert (JUS)  
**Sent:** May 14, 2009 3:53 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** RE: JACK's next evaluation

Original is edited, signed and in your tray. Shaun tells me that there is no 5th month evaluation - the next will be his 6th month evaluation.

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

---

**From:** Campbell, Ron (JUS)  
**Sent:** May 11, 2009 2:18 PM  
**To:** Flindall, Robert (JUS); Lee, Dave E. (JUS)  
**Subject:** FW: JACK's next evaluation

Rob I have added my comments. Please have the evaluation proofed for errors. Ron

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

---

**From:** Flindall, Robert (JUS)  
**Sent:** Monday, May 11, 2009 4:39 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** JACK's next evaluation

Staff,

Here's PC JACK's next evaluation from FILMAN. I've only quickly read through it and noticed some spelling and grammar mistakes. If the evaluation is fine, if you can add your comments at the bottom and send back to me, I'll correct the errors, print out and get everyone to sign.

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

---

**From:** Filman, Shaun (JUS)  
**Sent:** May 11, 2009 4:24 AM  
**To:** Flindall, Robert (JUS)  
**Subject:**

<< File: Jack 4.doc >>



## Flindall, Robert (JUS)

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**From:** Campbell, Ron (JUS)  
**Sent:** May 11, 2009 2:18 PM  
**To:** Flindall, Robert (JUS); Lee, Dave E. (JUS)  
**Subject:** FW: JACK's next evaluation

**Attachments:** Jack 4.doc

Rob I have added my comments. Please have the evaluation proofed for errors. Ron

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

**From:** Flindall, Robert (JUS)  
**Sent:** Monday, May 11, 2009 4:39 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** JACK's next evaluation

Staff,

Here's PC JACK's next evaluation from FILMAN. I've only quickly read through it and noticed some spelling and grammar mistakes. If the evaluation is fine, if you can add your comments at the bottom and send back to me, I'll correct the errors, print out and get everyone to sign.

Robert Flindall  
Sgt. 9740  
Peterborough County OPP  
VNET 508-4120

---

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

---

**From:** Filman, Shaun (JUS)  
**Sent:** May 11, 2009 4:24 AM  
**To:** Flindall, Robert (JUS)  
**Subject:**



Jack 4.doc (137 KB)



**Flindall, Robert (JUS)**

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**From:** Filman, Shaun (JUS)  
**Sent:** May 11, 2009 2:00 AM  
**To:** Jack, Michael (JUS); Flindall, Robert (JUS)  
**Subject:** Jack 4.doc

**Attachments:** Jack 4.doc



Jack 4.doc (189 KB)





**Flindall, Robert (JUS)**

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**From:** Filman, Shaun (JUS)  
**Sent:** April 21, 2009 4:27 PM  
**To:** Flindall, Robert (JUS)  
**Subject:** FW: Jack 1.doc

**Attachments:** Jack 1.doc



Jack 1.doc (189 KB)

I sent this to JACK already, I heard he has already marked it.



## Flindall, Robert (JUS)

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**From:** Flindall, Robert (JUS)  
**Sent:** March 23, 2009 12:38 PM  
**To:** Filman, Shaun (JUS)  
**Subject:** FW: JACK evaluation

Shaun,

Please read S/Sgt Campbell's comments below and amend his evaluation accordingly.

Thanks!

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

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**From:** Johnston, Mike P. (JUS)  
**Sent:** March 23, 2009 12:05 PM  
**To:** Campbell, Ron (JUS); Flindall, Robert (JUS)  
**Subject:** RE: JACK evaluation

Agreed

Mike J.

---

**From:** Campbell, Ron (JUS)  
**Sent:** March 23, 2009 11:59 AM  
**To:** Flindall, Robert (JUS)  
**Cc:** Johnston, Mike P. (JUS)  
**Subject:** FW: JACK evaluation

Rob: I would like Shaun to address how many changes and what variety of charges Mike laid under Traffic . Has he arrested any impaired drivers or completed any investigations in this area? How many RIDE and seat belt checks has he completed? Are they accurately recording this on DAR?

I realize Shaun has had a lot on his plate with the new baby and juggling his last probationary off at the same time. I would suggest Jason Clarke's first evaluation on his member be reviewed. This is the format and type of evaluation I would like to see all the coaches complete. Tks Ron

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

**From:** Flindall, Robert (JUS)  
**Sent:** Monday, March 23, 2009 11:26 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** JACK evaluation

Staff,

Please find attached a copy of PC FILMAN's first evaluation for PC JACK. There are a few missing details, such as WIN #, but if the body is adequate, can you please add your comments and send back. I'll make sure FILMAN completes the missing info before printing.

<< File: 2ndMonth.doc >>

**Robert Flindall**  
**Sgt. 9740**  
**Peterborough County OPP**  
**VNET 508-4120**



**Flindall, Robert (JUS)**

---

**From:** Campbell, Ron (JUS)  
**Sent:** March 23, 2009 11:59 AM  
**To:** Flindall, Robert (JUS)  
**Cc:** Johnston, Mike P. (JUS)  
**Subject:** FW: JACK evaluation

**Attachments:** 2ndMonth.doc

Rob: I would like Shaun to address how many changes and what variety of charges Mike laid under Traffic . Has he arrested any impaired drivers or completed any investigations in this area? How many RIDE and seat belt checks has he completed? Are they accurately recording this on DAR?

I realize Shaun has had a lot on his plate with the new baby and juggling his last probationary off at the same time. I would suggest Jason Clarke's first evaluation on his member be reviewed. This is the format and type of evaluation I would like to see all the coaches complete. Tks Ron

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

**From:** Flindall, Robert (JUS)  
**Sent:** Monday, March 23, 2009 11:26 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** JACK evaluation

Staff,

Please find attached a copy of PC FILMAN's first evaluation for PC JACK. There are a few missing details, such as WIN #, but if the body is adequate, can you please add your comments and send back. I'll make sure FILMAN completes the missing info before printing.



2ndMonth.doc (134 KB)

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



**Flindall, Robert (JUS)**

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**From:** Flindall, Robert (JUS)  
**Sent:** March 19, 2009 1:54 AM  
**To:** Campbell, Ron (JUS)  
**Cc:** Wishart, Cathy (JUS); Wright, Terry (JUS)  
**Subject:** RE: Unit 01-152

S/Sgt. Campbell,

PC JACK was served on 19MAR09 at 0145 hrs with his 233-10 regarding this collision. Same is signed and in your in-tray.

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

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**From:** Campbell, Ron (JUS)  
**Sent:** March 16, 2009 10:01 AM  
**To:** Wishart, Cathy (JUS); Wright, Terry (JUS); Flindall, Robert (JUS)  
**Subject:** FW: Unit 01-152

Once Jack is back to work on Wed 18 Mar 09 at 1800 hrs I will have Sgt Flindall serve him. Sorry for my confusion. Here is the 233-10 to be served. Ron

Rob once served let me know and I will updated CR site. Tks Ron

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

**From:** Wishart, Cathy (JUS)  
**Sent:** Monday, March 16, 2009 7:55 AM  
**To:** Campbell, Ron (JUS)  
**Cc:** Wright, Terry (JUS)  
**Subject:** RE: Unit 01-152

Ron - In looking at this TP22 it shows Assigned Location of vehicle as being Peterborough as well as the Detachment of Occurrence as being Peterborough. When I look up the Operator (Michael Jack) in Outlook his properties show him as being out of Peterborough Detachment. Even the estimates were done out of Peterborough.

Please see the attachment for your comments with regards to your submission as approver.

This was the TP22 involving Michael Jack and PC Gilliam who was accompanying PC Jack. Cruiser ended up nosing into ditch; motorist tried to pull him out with a rope which resulted in the cruiser going further down into the ditch and being pulled sideways and struck a metal cautionary road sign. Damage was \$2,523 and repaired by Holiday Collision Centre in Peterborough.

I don't think we're on the same page here with reference to 01-152. Could you please get back to me. Thanks very much.

28/01/2011



Cathy

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**From:** Campbell, Ron (JUS)  
**Sent:** March 13, 2009 5:09 PM  
**To:** Wright, Terry (JUS); Wishart, Cathy (JUS)  
**Subject:** Unit 01-152  
Inspector Wright and Cathy:

I know a lot of vehicles get damaged in Peterborough but this is one I can't complete for the following reasons.

This unit is a specialized unit somewhere down South it is ROPE or SPIN. The officer does not work in Peterborough and in February I had this email and made an inquiry and they switched it over to the proper person. I have no authority on the website to even add remarks to this file number.

Hope this helps but if there is something else I can do please let me know. Ron

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

**From:** terry.wright@ontario.ca [mailto:terry.wright@ontario.ca]  
**Sent:** Friday, March 13, 2009 2:00 PM  
**To:** Campbell, Ron (JUS); Wishart, Cathy (JUS)  
**Subject:** Unit 01-152 TP22 Incident Investigation Finding has been Accepted

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NDD to advise the officer about safe operation of a force vehicle. This should be documented on a 233-10 entry.

TW

[Click here to login to Fleet Collision Web Site.](#)



**Flindall, Robert (JUS)**

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**From:** Filman, Shaun (JUS)  
**Sent:** March 13, 2009 3:19 PM  
**To:** Flindall, Robert (JUS)  
**Subject:** RE: Ken Rusaw reviews

I have only one to do for Ken and that is for the evaluation period ending Mar 1st and Jack's first evaluation period ended 09 March, I have been off and will be off for the next few days but will do this on my first shift back. I knew about it and that was my intention. Its been a busy time for me lately.

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

**From:** Campbell, Ron (JUS)  
**Sent:** March 12, 2009 11:53 AM  
**To:** Johnston, Mike P. (JUS)  
**Cc:** Filman, Shaun (JUS); Flindall, Robert (JUS)  
**Subject:** RE: Ken Rusaw reviews

I have sent this to Shaun & Rob I have not seen them. Ron Guys we need Ken's evaluation asap. Tks Ron Also I have not seen Mike Jacks either. Ron

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

**From:** Johnston, Mike P. (JUS)  
**Sent:** Thursday, March 12, 2009 9:59 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** Ken Rusaw reviews

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Ron

I am being told that Rusaw's Feb and Mar 09 PCS066 are overdue.

Can you advise his Sgt and Coach Officer.

Thanks

Mike

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Sent from my BlackBerry Wireless Device



**Flindall, Robert (JUS)**

**From:** Flindall, Robert (JUS)  
**Sent:** February 10, 2009 6:56 PM  
**To:** Filman, Shaun (JUS)  
**Subject:** FW: INC000002167808 Priority 4 - Minimal has been assigned to JUS MSG OPP RMS ADMIN

**Importance:** High

Shaun,

Make sure to put the below informatin on JACK's next evaluation.

Thanks!

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

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

**From:** Jack, Michael (JUS)  
**Sent:** February 10, 2009 6:54 PM  
**To:** Flindall, Robert (JUS)  
**Subject:** FW: INC000002167808 Priority 4 - Minimal has been assigned to JUS MSG OPP RMS ADMIN  
**Importance:** High

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

**From:** Mesei, Donald (JUS)  
**Sent:** February 10, 2009 3:35 PM  
**To:** Jack, Michael (JUS)  
**Subject:** INC000002167808 Priority 4 - Minimal has been assigned to JUS MSG OPP RMS ADMIN  
**Importance:** High

Hi Mike,

I have updated our website ([http://oppweb.sgc.gov.on.ca/intranet/opp\\_002279](http://oppweb.sgc.gov.on.ca/intranet/opp_002279)) to include links to the RMS User Manual. Ver 4.24 It's broken down into 7 parts due to the large size of each section. (Keep in mind that F1 help is always available to you from within Niche.)

There's a link right under News from the RMS Splash page and it will be on the 4.24.44 Information page as well.

Some day when you're on Days...give me a call and we can discuss this some more. (I'll fill you in on why it hasn't been there until now etc) You weren't the first person to ask for it but you did prompt me to revisit the issue and well...the rest is history. Happy reading.

Cheers,

Donald Mesei (#6053)  
Sergeant - Business Analyst  
JAD/RMS Application Support  
Communications and Technology Services Bureau Ontario Provincial Police  
(Tel) 705-329-6172

(Fax) 705-329-6176  
(Cel) 705-238-0003

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

From: EIT (MGS) [mailto:EIT@ontario.ca]  
Sent: February 10, 2009 4:04 AM  
To: Mesei, Donald (JUS)  
Subject: INC000002167808 Priority 4 - Minimal has been assigned to JUS MSG OPP RMS ADMIN

Incident: INC000002167808  
Created: 10/02/2009 4:02:39 AM  
Component Model/Version: 2.1.2.123  
Product Name: NICHE\_RMS  
Incident Type: Service Request - Information Request Requested By: Michael Jack Phone #: (705) 742-0401  
Site: 453LANSDOWNNESTREETE\_FLOOR\_1

Incident Description:  
Requesting comprehensive user manual for RMS

Detailed Description:  
From: Jack, Michael (JUS)  
Sent: February 10, 2009 3:04 AM  
To: Technology Support Centre Orillia (OPP)  
Subject: RE: Niche RMS support required

Hi Nora,

Thank you very much for your prompt response. I have used the RMS support site before and was aware of the information it has. What I have been actually looking for is a comprehensive study guide or reference manual that covers Niche from A to Z. The tutorials and a couple of .pdf files on the RMS support site cover just a few pieces of the Niche functionality that mostly have to do with the upgrades made to the system. It would be wonderful if I could get my hands onto something more comprehensive. Perhaps opening a ticket to the RMS support group is an option. I know for the fact that I am not the only one who would want to have a comprehensive reference manual available at one's finger tips.

Thank you

PC Jack (12690)

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From: Technology Support Centre Orillia (OPP)  
Sent: February 10, 2009 1:44 AM  
To: Ja

=====  
This incident/help desk call has been recorded and is being investigated.

Visit our intranet site at <http://142.142.15.29/EITSelfServicePortal> to check the status of this incident or to log a new one.

OPS IT Service Desk 1 (888) 677-4873

76. 100

**Flindall, Robert (JUS)**

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**From:** Campbell, Ron (JUS)  
**Sent:** September 24, 2008 12:35 PM  
**To:** Flindall, Robert (JUS)  
**Subject:** RE: Shift Changes

ok

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

**From:** Flindall, Robert (JUS)  
**Sent:** Tuesday, September 23, 2008 8:20 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** RE: Shift Changes

That's no problem at all - as long as I know who my players are, especially this one. I may pop into the academy and speak with them about Jack while I'm over here.

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

**From:** Campbell, Ron (JUS)  
**Sent:** September 23, 2008 7:44 PM  
**To:** Flindall, Robert (JUS)  
**Subject:** Re: Shift Changes

You got it he is the one. Problem was we didn't know Amanda was married to Jeff Knier thus needing to move her. Ron

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

**From:** Flindall, Robert (JUS)  
**To:** Campbell, Ron (JUS)  
**Sent:** Tue Sep 23 18:12:08 2008  
**Subject:** RE: Shift Changes

Staff,

I see I am now taking one of the male recruits, Michael Jack. Can you advise if he's the recruit that we needed to keep an eye on, ref his love of guns etc. ?  
I'm just looking for a heads up.

Thanks!  
Rob

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**From:** Campbell, Ron (JUS)  
**Sent:** September 22, 2008 3:50 PM  
**To:** Rathbun, Brad (JUS); Butorac, Peter (JUS); Smith, Gerry A. (JUS); Flindall, Robert (JUS); Banbury, Trevor (JUS); Johnston, Mike P. (JUS)  
**Subject:** FW: Shift Changes

Brad, I have added Clarke on your platoon I simply missed him when I added. I have switched Knier and Jacks as Probationary on shift. Any feedback!! Ron

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

**From:** Rathbun, Brad (JUS)  
**Sent:** Monday, September 15, 2008 1:34 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** FW: Shift Changes

I don't see Jason CLARKE on my shift (or anywhere). I'm not losing him am I?  
I would also like to talk about PC GRAVELLE as a coach officer.

- Brad



From: Campbell, Ron (JUS)  
Sent: September 12, 2008 1:07 PM  
To: Flindall, Robert (JUS); Banbury, Trevor (JUS); Rathbun, Brad (JUS); Butorac, Peter (JUS); Smith, Gerry A. (JUS); Johnston, Mike P. (JUS)  
Cc: Illes, Mike (JUS); White, Greg (JUS); Conway, Jane (JUS); Chapman, Kathy (JUS)  
Subject: Shift Changes

Detachment Supervisors:

We are attempting to balance out the shifts as we have another influx of new recruits and we also need to have SOCO's and Intoxilyzer members on each shift. We also need to balance out experienced members.

I attempted to contact Ivars cell phone but was unable to make contact.

I have advised S/Sgt Mike Illes that Derek Robertson needs to be our number 1 Priority to be trained in SOCO rather than move a second body. So having said that here is what I see the shifts as.

Review it and pending feedback we will go from there.

Note we still need to ID a DARE member as Scott Thompson has backed out.

Kathy I will look at Vacation to see if this changes anything. Ron

<< File: PLATOON MEMBERS-SEP 08.xls >>



**Butorac, Peter (JUS)**

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**From:** Nie, Richard (JUS)  
**Sent:** October 7, 2009 4:25 PM  
**To:** Campbell, Ron (JUS); Kohen, Colleen (JUS); Salter, Peter (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Lee, Dave E. (JUS)  
**Subject:** PC Jack evaluation draft  
**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: 29

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

<b>Probationary Constable Category (select one):</b>	<input checked="" type="checkbox"/> 4 <sup>th</sup> Class Constable, Probationary Status    Report Month: 9 <input type="checkbox"/> Experienced Officer    Report Month: select month <input type="checkbox"/> Amalgamated Officer    Report Month: select month
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<b>Surname:</b> JACK	<b>Given Name:</b> Michael
<b>Badge:</b> 12690	<b>WIN:</b> 393080
<b>Detachment/Section:</b> Peterborough County	<b>Region/Bureau:</b> Central East
<b>Evaluator:</b> PC Richard Nie	<b>Badge:</b> 10517

**Evaluation Period:** (DD/MM/YY) **Start:** 09/SEP/09      **End:** 09OCT09

**Probationary Period Start Date\*** (DD/MM/YY) 09JAN09

\*\*4<sup>th</sup> Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy

\*\* Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP

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

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

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

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

## PERFORMANCE ASSESSMENT

The Performance Assessment Criteria have been developed to provide a standardized rating for levels of performance.

**Probationary Constables must achieve "Meets Requirements" in all categories in order to be recommended for permanent status.**

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

JOB KNOWLEDGE & SKILLS	RATING
<p><b>ATTITUDE TOWARDS LEARNING</b></p> <p>Able to re-evaluate personal opinions, judgments and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.</p> <p>Specific example: PC Jack has an obvious desire to learn and is willing to attempt any task given to him. He seeks input, direction, and advice on every task that he performs. His body language shows his disgust when he makes a mistake or has to be corrected on something and he appears overly frustrated. He struggles with trying to put every situation into a mold or template that he can follow and then being disappointed when things don't go exactly as planned. He also places blame on the situation or individuals involved rather than accepting ownership for his own mistakes.</p> <p>On 10SEP09, PC Jack was completing a report from a stolen vehicle. He advised that he needed assistance locating the address as he had never been shown how to search for one before and link it properly. He was questioned as to how this was possible with eight months on the job as this would have been taught in Orillia or his first occurrence at detachment. He brought up another occurrence of his and showed the address which had not been entered correctly. He was explained how to correct it and he placed the blame on another officer for showing him the wrong way. It was apparent that he knew how to enter the address, but was checking to see if his new coach would show him something different. When confronted on this, he then advised that it was his mistake and he had been shown properly saying he was embarrassed and was not trying to be untruthful.</p>	<p>Does Not Meet Requirements</p>
<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: PC Jack appears to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. When questioned about types of offences and the elements required to prove them he has for the most part been able to discuss them and articulate why he may or may not have grounds to lay a charge. His hesitation lies with actually deciding to make a stop or not - this is discussed under traffic.</p>	<p>Meets Requirements</p>
<p><b>FEDERAL STATUTES</b></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><b>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</b></p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p> <p>Specific example: PC Jack 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><b>POLICE VEHICLE OPERATION</b></p> <p>Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.</p> <p>Specific example: 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 heavliy on his GPS unit. On more than once instance PC Jack has missed a turn going to a call because he has passed it before his GPS told him to turn. When approaching intersections, he will often slow to almost a complete stop even when the light is green. When questioned about this he advised that his father taught him to be safe. He often travels at approximately 10km/h below the posted speed limit, which creates long lines of traffic behind the cruiser and also confusion on the part of the public with what he is going to do. When patrolling, if his coach starts a conversation or begins to teach or correct a problem, he will immediately lift his foot off the gas and drive slow. His inability to multitask is also shown by the fact that he will not focus on the things around him if he is distracted by something like a conversation. PC Jack also completed a driving assessment this month which has required him to have some remedial work done.</p> <p>On 18SEP09 PC Jack was returning to his patrol zone from a call. He was involved in a discussion with his coach about the call when a youth on the sidewalk rode his bicycle out in</p>	<p>Does Not Meet Requirements</p>

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.

**TRAFFIC ENFORCEMENT**

Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.

**Specific example:**

PC Jack has 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.

Does Not Meet Requirements

**COMMUNICATION SKILLS**

**RATING**

**ORAL**

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

**Specific example:**

PC Jack is 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.

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.

Does Not Meet Requirements

**WRITTEN**

Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports

Meets Requirements

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

COMMUNITY FOCUS	RATING
<p><b>COMMUNITY FOCUS</b></p> <p>Demonstrates a desire to help and serve others; works to discover and meet</p>	<p>Meets Requirements</p>



community needs; demonstrates a customer service orientation towards the public; develops culturally appropriate contacts that can provide support to victims of crime.

**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.

**VALUING DIVERSITY**

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

**Specific example:**

Meets Requirements

**PROBLEM SOLVING SKILLS**

**RATING**

**DECISIVE INSIGHT**

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

**Specific example:**

PC Jack has 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.

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.

Does Not Meet Requirements

**ANALYTICAL THINKING**

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

**Specific example:**

PC Jack does well at parts of this category, but in others he lacks. He is a very methodical and systematic thinker, and tries to make patterns and proformas to handle his calls. The problem lies in translating these to the individual situations he is dealing with. He has trouble connecting the dots or piecing together the key elements to develop a solution. He gets so focused on patterning himself after the way he did things before that he cannot adapt to the current set of circumstances.

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

Does Not Meet Requirements

<p>instruction did not mean to stop every single youth on a bike now, that heading to an alarm call would take precedence over something like that.</p>	
<p><b>RESOLUTION</b></p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example: PC Jack has trouble determining what is the most appropriate solution to a problem he faces. He either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting his decision is correct.</p> <p>At a stand by keep the peace call on 15SEP09 PC Jack was unable to reach either the complainant or the homeowner at the time of the call. He decided to attend the residence and determined that no one was home. He then proceeded to call the dispatcher and have her call the complainant to attend and gather her belongings. The coach officer stopped this and asked PC Jack why he would have someone come to get there belongings alone without being able to ensure they didn't take the homeowners property. He blamed his lack of judgement on other officers he worked with saying he thought he had seen them do that before at a stand by. When he was asked to explain the circumstances of that call, it was clear that it was not a similar incident and he agreed that the details were different.</p>	<p>Does Not Meet Requirements</p>
<p><b>FOLLOW-UP ORIENTATION</b></p> <p>Conducts appropriate follow-up as required to complete a thorough investigation.</p> <p>Specific example: PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

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

any identified performance deficiencies.

**Specific example:**

In contrast to saying that he is making attempts to improve, PC Jack shows no ability to accept responsibility for his actions. He will work at improving the deficiencies, but he never will accept that it is his fault - he will always blame his issues on another officer or individual.

From the first day with his new coach officer, it was evident that this was going to be a problem area. PC Jack requested help with completing a vehicle record search on MTO. He advised that he had never done this before, which was a surprise given he was at the 8 month mark on the road. He was shown where to locate the form and advised to attempt to fill in the blanks. He then brought it back for review and there were two minor errors pointed out. Upon hearing this, PC Jack advised that when another officer showed him before how to do the form that he said it was okay the way he had done it. PC Jack was advised immediately that answer shopping was one of his problem areas and it would not be tolerated. He was advised that he could not set up his coach or other officers by asking questions that he already knew the answers to just to point out that he had been taught differently. He was also told that lying and blaming other officers was unacceptable. PC Jack apologized and said it wouldn't happen again.

Since that day, it has been daily that something will come up where PC Jack attempts to ask questions that he already knows the answer to. On 19SEP09 he asked his coach how to sign a ticket because he didn't know the correct way to sign. He advised on 15SEP09 that he did not know how to start off his notebook as he had never been taught. It was explained in both instances to him that it couldn't be true that he hadn't been shown these basic tasks. It was pointed out again that it was clear that he was not being truthful just to see if this coach officer would give a different answer so that he could blame the other officer. He was told that his coach officer was not going to play games with him and PC Jack smiled. It was apparent that PC Jack knew that his coach officer had figured out what he was attempting to do.

**PLANNING & ORGANIZING**

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

**Specific example:**

When it comes to paperwork and follow-up, PC Jack is very organized and looks after his task list appropriately. In regards to calls for service, PC Jack has trouble prioritizing his calls - this is commented on under Flexibility and Problem solving skills.

Meets Requirements

**FLEXIBILITY**

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

**Specific example:**

PC Jack has difficulty under stressful situations. He is very good at staying focused on one specific task, but he has trouble adapting to multiple things. When he is confronted with more than one task at once, his decision-making tends to break down and other things falter such as his driving.

On 09SEP09 at the start of shift PC Jack was advised of a pending threats call. He was asked to call the dispatcher for details. Upon returning to his coach, he advised that there were three calls outstanding and he had taken details on a stolen vehicle. He was advised to call back and get all three call details, and then prioritize which one to deal with first. He returned to advise that the threats call was not in his zone. It was explained how with only three day shift officers working for the first hour of the day, he would be taking calls in every zone. After 45 minutes he still had not contacted the complainant for the threats call which was obviously the most important call.

Does Not Meet Requirements

INTERPERSONAL ATTRIBUTES	RATING
<p><b>INTEGRITY</b></p> <p>Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p> <p>Specific example:</p>	<p>Meets Requirements</p>
<p><b>RESPECTFUL RELATIONS</b></p> <p>Exercises the skill and willingness to react sensitively; to be empathic, compassionate and sincere. Recognizes the positive contributions of others; demonstrates trust in others by acknowledging their strengths, skills and expertise.</p> <p>Specific example: PC Jack has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. Unfortunately, he has not gained the trust of his coworkers with his decision to answer shop. As mentioned previously, PC Jack continually asks questions that he appears to know the answers to already. It appears that he is well aware of the fact that he is doing this as he has chuckled sometimes when his coach officer has pointed it out to him. He respects the skills and expertise of his partners, however has shown that he will blame another officer rather than admit a mistake.</p>	<p>Does Not Meet Requirements</p>
<p><b>SELF-CONFIDENCE</b></p> <p>Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.</p> <p>Specific example: PC Jack does not show a lot of confidence in doing his job. When accepting criticism he often goes quiet and appears angry. He then takes time to formulate a response which always entails placing the blame on another officer for causing his error. He has been encouraged to trust his instincts in making decisions instead of solely relying on his coach for the answers.</p> <p>On 02OCT09 at a family dispute call, PC Jack got to a point in the investigation that it was clear that he did not know what to advise that complainant. Instead of admitting to the complainant that he didn't know what to do, he continued to attempt to resolve things by given answers that were not correct. He ultimately stopped himself by directing the complainant to talk to his coach instead because he was the more senior officer. It was explained to him that people appreciate the fact that some of us are learning a job and that honesty works best in gaining the publics trust.</p>	<p>Does Not Meet Requirements</p>
<p><b>TEAM WORK</b></p> <p>Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement.</p> <p>Specific example: PC Jack has been a willing participant in shift RIDE checks. Though quiet in nature, he appears to get along well with the other members of his shift.</p>	<p>Meets Requirements</p>

\_\_\_\_\_

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

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**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:

### Instructions:

At the conclusion of the evaluation period:

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

purposes.

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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



## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

### Comments mandatory at all levels

Accountable Supervisor's Comments:

Accountable Supervisor's  
Signature:

Date:

Probationary Constable's  
Signature:

Date:

Detachment Commander's Comments:

Detachment Commander's  
Signature:

Date:

Regional Commander's (or designate) Comments:

Regional Commander's (or designate)  
Signature:

Date:

### RESULTS ACHIEVED

*To be completed by Accountable Supervisor*

- (1) Listening Skills - PC Jack has followed all directions as assigned by his new coach officer and Sergeant.
- (2) Follow-Up Orientation - PC Jack has not shown any concerns in this area. He appears to keep his work up to date.
- (3) Planning & Organizing - PC Jack is very organized individual. The concerns identified with prioritizing calls is discussed under Flexibility and Problem Solving.
- (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) Deportment - 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:

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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Probationary Constable: Badge:	PC Michael JACK  12690	Accountable Supervisor: Badge:	Sgt. Peter Butorac  6901
-----------------------------------	------------------------------	-----------------------------------	--------------------------------

### 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.
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## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

- (1) Attitude Towards Learning - PC Jack can work towards meeting standards in this category by accepting ownership and responsibility for his mistakes. He has the desire to learn, he just needs to focus on correction not blame. This will continue to be addressed by the coach officer whenever it occurs and corrected immediately.
- (2) Federal Statutes - PC Jack will need to invest some of his time in studying the elements of criminal offences and his arrest authorities and procedures. At each call for service that provides the opportunity, these elements will be discussed to ensure that PC Jack is aware of the circumstances and what options are available. While enroute to calls, he and his coach are already developing a game plan of how to handle the call based on dispatch information alone.
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- (8) Analytical Thinking - As mentioned in the Oral category, as he improves with his knowledge of Federal Statutes, it flows that his thinking will improve as well. He will continue to discuss his thoughts and ideas with his coach officer when possible and avoid asking for the answer from his coach officer.
- (9) Resolution - PC Jack will continue to be forced to make decisions at calls. When he often shys away from making the decision and asks for the answer, he will be made to think on his own and develop a plan. Again, when time permits, these plans will be reviewed before and after the calls to determine their effectiveness.
- (10) Personal Accountability - No specific action step other than observing that other tasks are completed. It flows that if attempts are made to correct the problems and the steps are completed than the accountability will meet requirements.

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

### Comments mandatory at all levels

Accountable Supervisor's Comments:

Accountable Supervisor's  
Signature:

Date:

Probationary Constable's  
Signature:

Date:

Detachment Commander's Comments:

Detachment Commander's  
Signature:

Date:

Regional Commander's (or designate) Comments:

Regional Commander's (or designate)  
Signature:

Date:

### RESULTS ACHIEVED

*To be completed by Accountable Supervisor*

- (1) Listening Skills - PC Jack has followed all directions as assigned by his new coach officer and Sergeant.
- (2) Follow-Up Orientation - PC Jack has not shown any concerns in this area. He appears to keep his work up to date.
- (3) Planning & Organizing - PC Jack is very organized individual. The concerns identified with prioritizing calls is discussed under Flexibility and Problem Solving.
- (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:





**Butorac, Peter (JUS)**

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**From:** Nie, Richard (JUS)  
**Sent:** September 25, 2009 1:39 AM  
**To:** Flindall, Robert (JUS)  
**Cc:** Butorac, Peter (JUS)  
**Subject:** Jack

Rob - I proof read everything and only found one thing (you probably don't have the electronic version of the actual evaluation anyways so Filman will have to fix this). The evaluation by the rating and the comments shows Federal Statutes as Meets Requirements. The WIP shows it as a deficiency with a plan (which by the way I totally agree with). So, what that means is this:

1. the category for Federal Statutes needs to be changed on the actual evaluation to Does Not Meet so it matches with the WIP ( I was going to delete it off the WIP so it matched but on some examples you say "see #2 and #7 so I couldn't do that). Filman will also need to amend his comments as well to support the Does Not Meet - he can probably copy what you wrote in the WIP

2. The category for Department was rated Does Not Meet but it was not on the WIP. I decided to just go ahead and write it in myself on the WIP (this is where the leaf tickets come in) so we could give it all to Jack tonight.

The originals are in your tray for signing by everyone. I would expect that Jack will refuse to sign again until he drafts his response.

Hope it all makes sense,

Rich.



**Butorac, Peter (JUS)**

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**From:** Nie, Richard (JUS)  
**Sent:** September 20, 2009 3:25 AM  
**To:** Butorac, Peter (JUS)  
**Subject:** PC Jack's 8mth evaluation

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

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

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



**Butorac, Peter (JUS)**

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

Rich

Sgt Flindall has given me Cst Jack's most recent PCS066 and the development plan. It is signed off by all including myself. Can you present to him, and get him to sign.  
The other envelope is a copy for Cst Jack. Both envelopes are in your mail slot.

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

Thanks

Mike J.



**Butorac, Peter (JUS)**

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

**Attachments:** JACK WIP masterc.doc



JACK WIP  
masterc.doc (76 KB)

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

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

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

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

Ron and Colleen,

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

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

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

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

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



## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

Coach Officer's Comments:

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

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

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

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

- 5) PC JACK is expected to follow all instructions given by his coach officer or his Sergeant without fault. Should PC JACK require clarification on an instruction he is to speak with his coach officer first, and if they are not available, their Sergeant. Should it be known that neither would be available during any given tour of duty, a senior member is to be identified for PC JACK to seek guidance from. It is also expected that PC JACK is to be proactive and seek out guidance in the first place, and not let a matter sit without clarification.
- 6) All officers working are at times required to stop what they are doing and take on a task which may be less or more important than the one they were actively working on. PC JACK needs to be able to take these tasks and work on them in an order that allows the most important to be completed and the less important to be put aside until time permits. Time management also has to be implemented to get these tasks done. PC JACK's coach officer needs to review reportable vs non-reportable calls for service and their hierarchy.
- 7) Review the Mental Health Act and identify to his coach officer what would be required to make an apprehension under the Mental Health Act. Other common Provincial Offence Act should also be reviewed to ensure an adequate working knowledge of each.
- 8) Take ownership for his mistakes, discipline or instruction and use these circumstances as learning opportunities to better yourself from them.
- 9) See number 5 above.
- 10) Always advise the communications center of locations of vehicles stops and when out of the vehicle. Keep an ear to the radio for his Soft ID and respond in a timely manner. Use proper radio procedure using the status buttons on the radio.

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

### Comments mandatory at all levels

Accountable Supervisor's Comments:

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

Accountable Supervisor's  
Signature:

Date:

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

*To be completed by Accountable Supervisor*

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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:** Postma, Jason (JUS)  
**Sent:** Monday, August 24, 2009 5:08 AM  
**To:** Campbell, Ron (JUS)  
**Subject:** Probationary Constable Michael Jack Staff,

I believe in giving guys a second chance - and I mean that. Some concerns however.

**Documentation:** If Mike is not going to work out, do we have a structure of incidents laid out from Filman and Flindal so we are not starting fresh?

**Supervision:** I believe Pete will be back shortly on shift in September (unless there are developments I'm not aware of). Will Pete be ready for this task? If I'm to remain, who will be the next 2ic if Rich is coaching?

**Coaching:** Rich is a good officer, but he has been in this coaching roll way to long. He needs a few years of no recruits to get that front line grove back (my opinion). I don't want him to burn out if Mike requires extra documentation and process. He will do the job and will do it right, but I'm sensing the negative side of him of late.

**Moral:** D platoon is the laughing stock of this office because of these developments. People are not viewing this as second chance or re-focus, they look at this as "its not our problem anymore." Our shift is not happy, but will give Mike every chance to succeed. Its surprising how many people knew about this before I did, and before Rich made any comment on this.

Another note, from experience - problem officers or the rising stars define which coaches are successful in terminating probationarys or making positive recommendations. Everyone wants the good one, but very few are equipped to document and terminate employment if they don't meet the standards. We need to examine potential coaches more thoroughly in the future.

Just some thoughts Ron. Thanks for letting me "vent."  
Jason.

---

**From:** Campbell, Ron (JUS)  
**Sent:** August 20, 2009 9:29 AM  
**To:** Jack, Michael (JUS); Flindall, Robert (JUS); Postma, Jason (JUS); Nie, Richard (JUS)  
**Cc:** Johnston, Mike P. (JUS); Gozzard-Gilbert, Shelley (JUS)  
**Subject:** Re; Michael Jack Platoon D

Mike: As you are currently scheduled to complete your last day 20 Aug 09 prior to commencing CTO according to the schedule. Your date for moving from Platoon A to Platoon D was set for August 30th 2009.

I have reviewed the schedule and posted it below. Please see Sgt Flindall today as depending what you want to do with 2 days will make a difference to the date you start on D.

Presently the Rosters are as follows.

Days Aug 24,25,25,27,28, 29, 30, 31, 01,02,03, 04,05,06,07, 08,09

Platoon A cto,cto r r cto,cto,cto r r cto cto r r r 6 cto r

Platoon D r r 18,18, r, r, r, 6 6 r, r, 6, 6, 6, r, r, 6 In order for you to keep the same time frame off you would take cto now on 31Aug & 01 Sep,

If you want to keep the same amount of CTO days means you would either work Fri 4 & 5 Sep or take these as 2 additonal CTO or Vacation Days. Making your first date to start Wed 09 Sep 09. Ron So as mentioned above depending on what you want to do with the 4th or 5th is up to you. But we need to know so Shelley can key it into the roster. Ron

Rob: Shelley's roster does not reflect the CTO days you have already given to Cst. Jack. Ron



**CONFIDENTIAL DUTY REPORT**

**This is the first page of a confidential duty report. The next page is number two. Any additional pages are numbered consecutively and are attached here to. I have initialled all pages and signed the last page.**

**This report is being made to my employer in the course of my employment at the request of Detective Sergeant Tym Thompson. It is also being submitted as a statement in an attempt to resolve informally a complaint made against Constable Michael Jack in accordance with the Police Services Act.**

**This report is submitted without prejudice and is a non-voluntary statement. I object to and claim privilege from the use of all, any part, or parts of the report in any proceeding whether criminal or civil and including any disciplinary proceedings or in any investigation or inquiry.**

**Improper use of this report without my consent is forbidden and any requests that I waive such privilege or any notices that my claim to privilege will not be honoured or recognized must be directed to:**

**LEGAL SERVICES BRANCH  
ONTARIO PROVINCIAL  
POLICE ASSOCIATION  
119 FERRIS LANE  
BARRIE, ONTARIO  
L4M 2Y1**

**TELEPHONE: (705) 728-6161 OR  
(800) 461-4282**

**FAX: (705) 721-4867**

**EMAIL: [legal@oppa.on.ca](mailto:legal@oppa.on.ca)**

During the week of January 26 2009, I was working my general duty as a Detective Constable with the Drug Enforcement Section. I had occasion to be introduced to a new Probationary Officer who just started working at the Detachment. His coach officer was Constable Shaun FILMAN, and the Probationary Officer was Constable Michael JACK. Upon meeting and greeting Constable JACK, he was interested in the line of work that I was in, being the Drug Enforcement Section. During our brief conversation, PC JACK stated that he was friends with a guy who just got busted for a larger drug bust. Constable JACK stated his name was [REDACTED]

I was familiar with [REDACTED] as he had just recently been involved in a drug incident at the US Border where his 19 year old daughter was caught with 300 lbs of processed marihuana crossing the border for [REDACTED] in his own pick up truck.

Constable JACK stated that he knew him and worked out at the gym with him and his friends all the time. I am not able to remember how it came up in the conversation, but at some point two associates of [REDACTED] names were brought up, that being [REDACTED] and [REDACTED]. Constable JACK stated he worked out at the gym with all those guys and that he didn't know they were into anything illegal.

Constable JACK further advised that he was aware that [REDACTED] [REDACTED] could travel to the USA frequently and he recently had brought back Constable JACK a scope for one of JACK's guns from the USA.

Constable JACK stated that he actually had a photograph of himself with all the guys he worked out in the gym with.

The following day, I had attended the Detachment and Constable JACK was there and advised me that he brought in the photograph of himself with his work out partners. Upon viewing the photograph, there was approximately 8-10 people, including Constable JACK, [REDACTED] and [REDACTED]. I had advised Constable JACK that [REDACTED] and [REDACTED] were involved in the drug trade, and Constable JACK



had stated that the guys always seemed to have money and stuff but he didn't know where they worked. I don't remember who the other persons were in the photograph nor did I recognize them.

I did not make any notations in my notebook at the time and have no notations in regards to this incident. I was not concerned nor did I see it necessary at the time to make a notation in my notebook on the photograph.

**Respectfully Submitted:**

**Jamie Brockley**

**Badge #10489**

**Submitted: October 24 2009 via Email**



**Nie, Richard (JUS)**

---

**From:** Kohen, Colleen (JUS)  
**Sent:** December 14, 2009 10:20 AM  
**To:** Reynolds, Michael (JUS); Lee, Dave E. (JUS)  
**Cc:** Nie, Richard (JUS)  
**Subject:** RE: PC Jack

**Attachments:** Release from Employment Jack 2009 .doc

Good Morning

Mike

Could you please get a copy of this last PCS66P to Dave so C/Supt Armstrong has all the documentation.

Dave

Here is the letter in C/Supt Armstrong will use if termination is required. This letter requires Central Region letter head placed on it.

OPPA is aware of notice being served on Prob Jack. I am just waiting for them to call me back this morning as Jim is in a meeting.

Colleen



Release from  
Employment Jack 2..

---

**From:** Nie, Richard (JUS)  
**Sent:** December 14, 2009 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.

File Reference: 291

December 15, 2009

**MEMORANDUM TO:**

Probationary Constable Michael Jack  
Peterborough County Detachment  
Central Region

**RE: RELEASE FROM EMPLOYMENT**

Further to our meeting today, I have reviewed the circumstances regarding your continued employment with the Ontario Provincial Police. My review has included your submission on the matter.

After careful consideration, I must inform you that effective December 15, 2009 you shall be released from our employ as a probationary constable. I trust that you understand that such decisions are not taken lightly. I also wish to acknowledge that this decision will obviously come as a great disappointment to you.

I wish you every success in your future career endeavours.

Chief Superintendent M. Armstrong  
Regional Commander

cc S/Sgt C.S. Kohen Career Development Bureau



**Nie, Richard (JUS)**

---

**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



Nie, Richard (JUS)

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**From:** Postma, Jason (JUS)  
**Sent:** November 18, 2009 6:52 PM  
**To:** Campbell, Ron (JUS); Kohen, Colleen (JUS)  
**Cc:** Butorac, Peter (JUS); Nie, Richard (JUS)  
**Subject:** RE: Prob Jack

To all -

I served P/C Jack a copy of his evaluation in a sealed envelope Monday, November 16th, at 0540 hrs.

J. Postma.

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

**From:** Campbell, Ron (JUS)  
**Sent:** November 18, 2009 4:46 PM  
**To:** Kohen, Colleen (JUS)  
**Cc:** Postma, Jason (JUS); Butorac, Peter (JUS)  
**Subject:** RE: Prob Jack

Colleen I have left Jason a message. I spoke to Rich Nie and he nor Peter were in on Sunday night. Jason was to serve this on Mike Jack... He will reply via email for this. I know of no comments.. Ron

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

**From:** Kohen, Colleen (JUS)  
**Sent:** Tuesday, November 17, 2009 7:21 PM  
**To:** Campbell, Ron (JUS)  
**Subject:** Prob Jack

Hi Ron

Sorry, I can't remember did the 10 month review get disclosed to Prob Jack and if so do we have any comments from him ?

I am attempting to arrange my call to legal for thur or friday. Just waiting to hear back from her

Colleen





**Nie, Richard (JUS)**

---

**From:** Butorac, Peter (JUS)  
**Sent:** November 15, 2009 1:13 AM  
**To:** Nie, Richard (JUS)  
**Subject:** FW: Michael Jack remedial driver training

Rich  
Please confirm with Mike and let Kent know direct as I'll be away tomorrow  
Thanks  
Pete

---

**From:** Taylor, Kent (JUS)  
**Sent:** November 6, 2009 8:36 AM  
**To:** Butorac, Peter (JUS)  
**Subject:** RE: Michael Jack remedial driver training

Peter

Tuesday the 24th of November at 13:00 hrs would work. Meet at Kawartha Lakes Det.

Please confirm and I'll write it in ink.

Kent

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

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

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**From:** Butorac, Peter (JUS)  
**Sent:** November 5, 2009 5:45 PM  
**To:** Taylor, Kent (JUS)  
**Subject:** RE: Michael Jack remedial driver training

Hi Kent  
Mike has court that day. Is 23/24 Nov possible?  
Thanks  
Pete

---

**From:** Taylor, Kent (JUS)  
**Sent:** November 5, 2009 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.

ent

Sgt. T.K. (Kent) Taylor  
Provincial Police Academy

Driver Training Coordinator

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

Mr. Richard (115)

From: [Faint text]  
To: [Faint text]  
Subject: [Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

Ed. T. K. Taylor  
[Faint text]



## Nie, Richard (JUS)

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

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

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



Recruit Prob Eval(jack#10).doc...



Recruit Prob Eval (Jack work i...

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

Good Afternoon

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

I was wondering if the PCS66P could be sent to us electronically and then we can set up a conf call. We talked about 'elaying 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)



**Nie, Richard (JUS)**

---

**From:** Taylor, Kent (JUS)  
**Sent:** November 10, 2009 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

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





**Nie, Richard (JUS)**

---

**From:** Kohen, Colleen (JUS)  
**Sent:** November 10, 2009 10:19 AM  
**To:** Campbell, Ron (JUS); Nie, Richard (JUS)  
**Cc:** Lee, Dave E. (JUS); Borton, Doug (JUS); Butorac, Peter (JUS); Flindall, Robert (JUS); Taylor, Kent (JUS)  
**Subject:** RE: Prob Jack

Good Morning

Rich

Extremely well documented Performance review and WIP. Since you are on night shift here is my suggestions

If you can please ensure that you and Peter place in your comments on it and both advise that at this point you are not recommending him for permanent status.

Ron.

Can you please add that you are not recommending at this time in your comment section.

Kent:

Is there a copy of the driving assessment completed as of today and if so... this needs to be disclosed to Prob Jack with the PCS66P ?

I would give this PCS66P and WIP to Prob Jack and allow him to read it alone and give him to time to reflect what has been written. Then have a meeting with him to go over the entire review. Once that has been completed if Prob Jack wants to write comments then allow him to have that time to do so.

I agree with a conference call but with the above suggestions, and discloser has been given to Prob Jack and my schedule this week ....next week is much better for me

Dave

With you being on a course for the month .. Can someone from Region assist with the arranging of the conference call and can someone from Region be part of this call ?

Colleen

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

---

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**Sent:** 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 / 3pm. Ron

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

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**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); Findall, Robert (JUS)  
**Subject:** RE: Prob Jack

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At any rate, I am working nights for the next two weeks. Depending on when you want to have a conference call, probably start early some day or call in from home if that is possible. If you want it this afternoon (once I get up) 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

. << File: Recruit Prob Eval(jack#10).doc >> << File: Recruit Prob Eval (Jack work improve #10).doc >>

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**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

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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)  
905 4030 (VNET)  
905 973- 8877 (cell)



## Nie, Richard (JUS)

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

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

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

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

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

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

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

Let me know

Rich



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

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

Good Afternoon

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

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

Look forward to hearing from you

TX

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