

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

#### **12OCT09 Cst Nie**

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

#### **13OCT09 Cst Nie**

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

## 16OCT09 Cst Nie

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

## 17OCT09 Cst Nie

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

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

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

#### 21OCT09 Cst Nie

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

## 22OCT09 Cst Nie

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

## 26OCT09 Cst Nie

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

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

### **27OCT09 Cst Nie**

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

### **30OCT09 Cst Nie**

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

### **31OCT09 Cst Nie**

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

### **01NOV09 Cst Nie**

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

## 05NOV09 Cst Nie

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

## 09NOV09 Cst Nie

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

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

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

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



13NOV09 Cst Nie

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

### 13NOV09 Cst Nie

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

### 14NOV09 Cst Nie

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

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

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

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

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

151-175

[REDACTED]

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

Good Morning

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

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

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

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

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

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

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

Ron

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

Colleen

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



**From:** Campbell, Ron (JUS)  
**Sent:** November-20-09 9:45 AM  
**To:** Kohen, Colleen (JUS); Nie, Richard (JUS)  
**Subject:** RE:

I sent the whole thing...I see his rebuttal the last page only disputes one incident where he states he did not get out of the car and approach a vehicle only his coach did... Ron

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

**From:** Kohen, Colleen (JUS)  
**Sent:** Friday, November 20, 2009 8:51 AM  
**To:** Campbell, Ron (JUS); Nie, Richard (JUS)  
**Subject:** RE:

Good Morning

Ron

Can you send me the last couple of pages of the PCS66P that have all the comments on it. I don't need the entire PCS66P as I have that.

My fax is 905 681 2893 or you can scan it to me.. If you have one

Colleen

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

**From:** Campbell, Ron (JUS)  
**Sent:** November 20, 2009 8:45 AM  
**To:** Kohen, Colleen (JUS); Nie, Richard (JUS)  
**Subject:** RE:

Colleen did Rich send this as I do not have it.. Ron

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

**From:** Kohen, Colleen (JUS)  
**Sent:** Thursday, November 19, 2009 6:53 PM  
**To:** Nie, Richard (JUS)  
**Cc:** Campbell, Ron (JUS)  
**Subject:**

Hi rich

Wondering if you can send me a copy of that report you mentioned on the conf call last week



I have a conf call with legal on monday and feel this will assist

Also if Prob Jack does provide any written comments please send to me as I feel the 10 month review will be in the mail by the time we have submit the BN

Tx

Colleen



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

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

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

Updated....

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

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

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

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

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

Let me know

Rich



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**From:** Kohen, Colleen (JUS)

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

Good Afternoon

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

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

\  
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)



Ontario  
Provincial  
Police

File: 291

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

<b>Probationary Constable Category (select one):</b>	<input checked="" type="checkbox"/> 4 <sup>th</sup> Class Constable, Probationary Status    Report Month:    10 <input type="checkbox"/> Experienced Officer    Report Month:    select month <input type="checkbox"/> Amalgamated Officer    Report Month:    select month
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<b>Surname:</b> JACK		<b>Given Name:</b> Michael	
<b>Badge:</b> 12690		<b>WIN:</b> 393080	
<b>Detachment/Section:</b>	Peterborough County	<b>Region/Bureau</b>	Central East
<b>Evaluator:</b>	PC Richard Nie	<b>Badge:</b>	10517
<b>Evaluation Period:</b> (DD/MM/YY) <b>Start:</b> 09OCT09 <b>End:</b> 09NOV09			
<b>Probationary Period Start Date*</b> (DD/MM/YY)    09JAN09			
**4 <sup>th</sup> Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy			
** Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP			

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

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

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

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

## PERFORMANCE ASSESSMENT

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

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

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

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

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



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

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

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

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

<p>sure that he is only given one thing to do until he can handle more</p>	
<p><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 always approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

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

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

<p><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 still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake.</p> <p>In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.</p>	<p>Does Not Meet Requirements</p>
<p><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 not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.</p>	<p>Meets Requirements</p>

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

## COMMENTS AND SIGNATURES

### Evaluation Meeting

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

### Detachment Commander

Comments (Mandatory):

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

Detachment Commander:

Detachment Commander's Signature:

Date: 10 Nov 09

#### **Instructions:**

At the conclusion of each evaluation period:

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

**Regional Commander (or designate)**

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)  
Signature:

Date:

**Instructions:**

At the conclusion of the evaluation period:

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

Coach Officer's Comments:

Coach Officer's

Date:



**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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**Comments mandatory at all levels**

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

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

Detachment Commander's Signature:	Date: 10 Nov 09
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Regional Commander's (or designate) Comments:
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Regional Commander's (or designate) Signature:	Date:
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**RESULTS ACHIEVED**  
*To be completed by Accountable Supervisor*

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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



[REDACTED]

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**From:** Nie, Richard (JUS)  
**Sent:** November-19-09 8:06 PM  
**To:** Kohen, Colleen (JUS)  
**Subject:** RE:  
**Attachments:** coach09.doc

Hi Colleen - I have attached the report as you requested. Just in case you find it confusing, I have documented everything in this report - including comments made to me by him in relation to his PSB case in the event that I am a witness. It is not as formal a document as I prepared for PC Chase as I do not have all the information that took place prior to him coming to me in month nine. This will just be used as a guideline if that document is required again.

He did write a response to the evaluation but you will have to get that from Ron - I did not see it as it was attached after being handed directly to Sgt. Butorac.

Hope this helps,

Rich

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

**From:** Kohen, Colleen (JUS)  
**Sent:** November 19, 2009 6:53 PM  
**To:** Nie, Richard (JUS)  
**Cc:** Campbell, Ron (JUS)  
**Subject:**

Hi rich

Wondering if you can send me a copy of that report you mentioned on the conf call last week

I have a conf call with legal on monday and feel this will assist

Also if Prob Jack does provide any written comments please send to me as I feel the 10 month review will be in the mail by the time we have submit the BN

Tx

Colleen

13JUN09

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

08AUG09

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

09SEP09

- started at 0500hrs – notified by night shift Sgt. of pending threats call – asked him to gather info – he took one call for a stolen vehicle – asked him about threats call, said PCC said there were three calls and they had to go – told him to call back and get all three and we would prioritize – he called back and got all three - at 0542hrs still hadn't called comp. – tried to get me to leave call as not our zone
- at threats call the complainant [REDACTED] got upset with PC Jack and asked him to take off his sunglasses instead of hiding behind them – he would not at first – he was unable to resolve to gather the information – I stepped in and tried to calm situation but complainant said he would only talk to me and not Jack – ended with complainant asking us to leave
- explained to PC Jack that the hard/tough approach doesn't always work with every type of person – we have to change our approach with each call

10SEP09

- 0530hrs working on crown brief for impaired case – had POA charges to add and one for no insurance – asked PC Jack if he had ever searched for MTO certified documents for a suspended driver – said he had – asked if he ever did a vehicle record search – said no – showed him where form was and attempt to fill in blanks and I would check

- At 0645hrs go to check – I pointed out two errors and he told me that he followed example that PC McNab had showed him at 0100 hrs some morning
- Questioned him why he told me no if he had already done one – told him that one of his issues was answer shopping and I would not tolerate it – told him this was his warning and not to do it again, I will not accept lying and blaming other officers for mistakes – he apologized and said he must have been mistaken by the form
- Advised while entering call for stolen vehicle that he needed assistance searching the address – it was [REDACTED] – he told me he had never been shown how to search for this – told him that in 8 months on the job I didn't believe him that he wouldn't know this, I said it was a day one teaching thing – explained in all the times that he had done reportable calls he had to have been shown this – he brought up an impaired occurrence (etherington) that had County Road 18 entered incorrectly – said that PC D'Amico had showed him that – then changed and said that it was his mistake and he had been shown properly – told me that he was embarrassed and was not trying to be untruthful
- Advised PC Jack that he needs to be more aggressive/confident with his driving – he drives under the speed limit regularly, slows down and often stop at green lights, slows down completely when asked a question while driving – I keep reminding him to keep speed up
- MVC call on Blairton Road with Huffman – immediately once he locates the driver he walks in and tells the man there will be no charges, he just needs to fill out the traffic report – I knew the suspect and upon checking his record it's discovered he is suspended four times over – PC Jack said that yesterday I told him to be softer on the approach with people – he realized his mistake but I reiterated that he has to adapt to each call
- He questioned me as to how to start off his notebook – said he was never taught – told him I didn't believe him because he would have been taught that on his first day – said that PC Filman never showed him, said he learned from PC Rusaw – again told him not to blame others, told him that I would look at how he does it and confirm it was okay, but I was not showing him my way so that he could later on use it against me – talked to him again about how he commits people to answers so that he can blame them if someone else tells him differently – told him I was not playing his games and he smiled and said he was sorry – it was clear to me that he knew what he was doing and that I had figured it out
- Appeared very stressed today with deciding what tasks to do and when – explained the need to prioritize and not just sit around the office all day doing paperwork – need to have a balance

15SEP09

- didn't offer to back up his zone partner on a 911 call – admitted he heard the call but didn't think he needed to go – blamed it on past calls he saw

on his shift where officers went alone to 911 calls – explained to him how each call his different, can't make a standard set of rules

- PC Jack asks me last name of recruit that I coached named Al
- stand-by keep the peace – he was unable to speak with the complainant or the homeowner so we attended the residence anyways – no one was present so he contacted dispatch and advised them to send the complainant to get her belongings – told him to stop and explained that it was not logical at all to have someone take belongings without the other half present – told him we could not do it that way – said he understood now why it could be an issue – again tried to excuse his decision based on a previous call and what he had seen – we discussed how the details were different
- 2130hrs – told him he needs to be more proactive – spending too much time in the office on paperwork, also that he needs to improve on his driving, again told him to stop blaming others for his mistakes – told him mistakes are understandable but to stop blaming everyone else

18SEP09

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



- it was dark so the kid couldn't see we were police – PC Jack braked hard and then continued on – we finished our conversation about the call and then I asked why he didn't stop the bike – I asked him if he knew the two offences and he did, but when I asked why no stop he said he wasn't thinking like a police officer mind set – told him he was working the full 12 hours and that he needs to be able to multitask – just because we're talking doesn't mean we can't stop to deal with an offence – confirmed that this now did not mean to stop every kid on a bike with no helmet or light, this was specific because he rode out in front of us – addressed multitasking skills again
- when back at office I told him to contact a fraud complainant that had called earlier in the night - as it was now 2330hrs or so, I told him to either explain that we would call back the next night at 1800hrs, or he could have an officer call her in the morning – I told him to take two minutes and quickly deal with it so we could work on the sudden death report, as he was already on overtime from his driving assessment – he spent over 20 minutes on the phone taking all the details of the call – told him that was not what I had instructed him – said he was not able to get her off the phone and I told him that he is the officer and can dictate how the call goes – be more assertive
  - while driving to the sudden death call, he missed a turn because he relies solely on his GPS unit to get him to calls – I force him to read the map but he still inputs the address and watches the screen, often missing turns and having to circle back
  - prior to writing sudden death report he said it won't be good because he is tired and exhausted – told him not to make excuses again because we have all been in the same situation and no one else says anything – especially new recruits

19SEP09

- Baker Street fraud call – the complainant was trying to tell him that we were no longer required and he didn't listen and just took a full report – he spent 45 minutes on a call that could have been 5 minutes – time management addressed
- Upon leaving, he observed a male pedestrian who he thought was drunk, in his words, because he was walking with a drink in his hand (Tim Hortons' coffee) – he drove past the male and rolled down my window which I stopped him and told him to get out to approach the male – he left the car completely blocking the northbound lane of traffic with no emergency lights activated – traffic was not busy but those that came had to go into oncoming lane to go by - his approach with the male was very interrogative and the man asked if he was doing something wrong by walking with his coffee (he was obviously concerned about why he was stopped) – spoke with PC Jack about vehicle position, lights, tactics, etc. then asked why he didn't make a notebook entry – told me that he was still

going to but we were talking – told him that wasn't true as we were 15 minutes down the road – he said that PC Crowder had told him that he didn't need to make his notes at the time of the call and that other times PC Filman was three hours behind in his notes – I asked him what his normal procedure was and he just again talked about the other officers – I sternly told him to stop playing games and to answer the question – When you stop someone for speeding, do you make your notes right away or drive down the road 15 minutes and then stop to do your notes. He got mad and wouldn't answer so I pushed again for a response and he said he was thinking – he then said that he does each method 50% of the time – I told him this was a simple exercise to show him when he should make his notes – he said he didn't want to lie to me and I told him once again he was trying to set things up to blame someone else and he nodded in agreement

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

20SEP09

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

23SEP09

- PC Jack was served with an internal complaint about associating with undesirable people – he asked what he should do and I told him to call the association but I didn't want to know details
- Throughout the night he continued to bring up how he was not associated with those bad guys from the gym – he asked me if I remembered going to the [REDACTED] the other night and that it was owned by a drug dealer – asked if I remembered him talking about that guy [REDACTED] who he said had gone to [REDACTED] I said that I remember telling him I had heard that the owner was into drugs and that I had stopped [REDACTED] for a twelve hour maybe five years ago – he said that he knew all those guys before he was

- police and hasn't talked to them for over five years – he said once he was police and found out they were bad he stopped going around them
- We attended a call at [REDACTED], the complainant, [REDACTED] immediately called PC Jack by his first name when we arrived and said "you don't remember me do you" - PC Jack said yes that it was from the gym and they discussed doing handstand push-ups – the complainant was very vague with his information about why he called and said "look Michael, you know all the history here so I don't need to get into it" – he then said that he knew that the conversation was being recorded – I stepped in and assured him that nothing was being recorded and the complainant said that PC Jack knew what he meant – I asked PC Jack was he was talking about and he looked very white and said nothing – I again told the complainant that nothing was being recorded – the brother of the complainant was arrested for prevent breach of peace after it was apparent to me that he would not calm down as he was drunk – I told PC Jack to arrest the male as I had had enough – at no time did he read RTC or Caution – when I brought it up 3.5 hours later he attempted to blame me saying that he was going to but I rushed him saying we needed to get back to the office quickly before the male damaged the cruiser – I explained that all he had to do was admit that he forgot but he kept trying to excuse it by blaming it on being rushed – I said if that was true he could have done it in the car on the way in or at any other time over the 3.5 hours – he said that he didn't do it there because he thought for safety the guy had to be in the car to read his rights because that is what he watched everyone do – again told him to just admit he forgot as that was better than to blame me for it – he just nodded his head but appeared angry
  - He left to purchase gas and came back with a name on a piece of paper – he asked me if I knew that a Russian guy owned the Pioneer gas station – I said I had heard that and he showed me the paper and asked me to pronounce the name – I asked why and he said that he was in line to pay and noticed his name on his diploma – he said it was a Canadian version of the Russian name and again asked me to attempt to pronounce it which I did – he then walked away – very odd

24SEP09

- stopped beside cruiser on shoulder in live lane of traffic – Highway 7 by Norwood – no emergency lights and traffic was coming up behind us
- upon entering EMS base in Norwood, PC Jack spoke with paramedic and had a short conversation which I was not present for all of it – when he left to go to washroom paramedic made symbol of a square and stated that "that guy can't think outside the box eh?" something he picked up on within a short time frame – also kept rolling his eyes at me listening to PC Jack attempt to clear a call with someone on the phone and get details
- discussed with him the fact I had heard twice about the recording device – denied it outright and had no explanation for call from last night – said it

was a mistake that the guy thought he knew him, confirmed he had never been to [REDACTED] re and did not know any history as [REDACTED] n had stated – told him it bothered me that I felt like the outsider not privy to details that he and [REDACTED] knew but weren't talking about – he said [REDACTED] was mistaken – I said I just was asking about what I heard and why he said it – PC Jack said he was probably just talking about police recording things in general and I said no, he was talking directly to you – again he denied knowing any history and had no explanation – told him if I ever found out he was recording me without my knowledge we were finished and he could find a new coach – told him the Sgt. was aware that I was talking to him about this – he became upset and said it was just another thing he was being threatened with – confirmed that I was not threatening him, just giving him facts as I saw them – he said he couldn't understand why I was asking things, told him I was just connecting the dots that were in front of me and I wanted an explanation

02OCT09

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

08OCT09

- near start of shift had to transport a prisoner to court – attended cell area with PC Jack, two other members of the shift were present as well – PC Jack had all dealings with guard and a female prisoner walking by without talking his gun off – began completing prisoner form for a release as opposed to a transfer – when he went to get our prisoner I pointed out his gun and he said he knew – I told him he didn't or he would have taken it off – also pointed out that he didn't search the accused - once at court he opened door and just let accused walk up to jail, did not do proper escort or take any control – when asked about this he confirmed he knew proper escort techniques but assessed the situation and felt the accused was compliant – told him never to defer from his training – said he didn't search because the male came from our cells, confirmed we had already talked about searching prisoners before – said that he missed the things in the cell because he said too many things were going on at once and he got confused

12OCT09

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

13OCT09

- after leaving call on Indian Road, he approached a curve in the road and stopped completely – approaching vehicle wanted to turn across us but had no idea what PC Jack was doing
- traffic stop in Havelock – allowed car to pull in behind him then it turned into a parking lot – he stopped in live lane and put rear lights on – then let driver walk up to cruiser – discussed proper vehicle stops again – driver

also pointed out that PC Jack did not complete proper stop at railway crossing stop light – with same driver, PC Jack asked to run plate and was told to stand by – when he was told to go ahead he missed the call as he was making notes

16OCT09

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

17OCT09

- at start of shift, PC Jack advised we had a traffic complaint to go to but it was ten minutes old and vehicle was tailgating and passing unsafely, he then said he had to do log-on sheet because dispatch didn't have one – we headed to shift briefing and he appeared very stressed and informed OIC Postma that log-on was not done – he was advised to leave it for now and it would be sorted out by Postma as we needed to figure out zones as 4 people were off – PC Jack just sat there and stared at table appearing frustrated – when briefing was over he told me we had another traffic complaint and it was threats, someone gave another person the finger – I asked if there was a plate and description and he confirmed there was so I said we had better go – he got upset saying that he had to do the log-on and raised his voice at me – I told him to relax that it was not a big deal, he could just ask someone else to do the log-on sheet – within 30 seconds Postma walked back in and asked PC Jack to do the log-on before we left if we had the time and told him three times what to log people on as including himself– PC Jack became obviously frustrated and started muttering things under his breath about being asked to do two things at once – he finished the log-on and walked out – I then took a call from PCC and the dispatcher said the log-on was all messed up – people were logged on as different zones and numbers as what she had been told by Postma verbally – I corrected the errors and spoke with PC Jack – he again became quite angry advising that he heard Postma's instructions but no one can be expected to handle three things at once – I explained that a log-on sheet and two traffic complaints were minor tasks, and that he wasn't doing them at the same time, he just needed to prioritize them – he said it was impossible and that he couldn't be expected to start assessing and formulating a plan for one thing and then have to switch to

- another – I told him to take a breather and start over – he said he had no idea what to do and that everything he did was wrong – we sorted out what he had heard with the traffic complaints – I then called back to dispatch to confirm and there were more details that he had left out – explained this is why I have seen he has difficulties listening, hearing, etc because he only gave partial information to me. I explained to him that if he can't handle more than one thing at a time than to tell me and I will make sure we just do one thing until he can handle more
- call for rollover with three suspicious youths on Burnham line – as he approached the scene obvious skid marks were observed in fresh gravel – he didn't slow down and drove right past the car in the ditch and the kids standing on the road – second officer on scene questioned why we drove past scene – when deciding where and how to turn around, he drove into a large pothole where the ground had washed out, inches away from rolling us into the creek at the side of the road
  - when dealing with the youths, he just stood there and watched PC Clark – was unable to determine that he could assist by separating the youths as they were being evasive with Clark – he only did so when he observed me take one youth out of the group
  - at threats call in Norwood with HBD male, he began questioning to assess whether threats existed or not – he was prepared to take complainant to residence without confirming the type of situation he was heading into – he knew the complainant was scared to go home because his girlfriend had told him the suspect was there – I clarified the details and then explained how we could take the complainant home to his private apartment, no threats were actually made, and we did not have to speak with the suspect because he was most likely passed out drunk (from prior info from PC Stimson)
  - call on Old Norwood Road – we had to drive intoxicated male party to his residence – PC Jack was planning to drop him off at the end of his driveway and let him walk to his house - then he said he would be polite and drive him to the door – then admitted to me that he did not intend on making sure the drunk guy was looked after by his parent

21OCT09

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

advised he determined that it was not an important call so he didn't feel the need to waste time on very thorough notes

22OCT09

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

26OCT09

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



theft of his belongings from the same time – between August 18 and October 7 PC Jack plays phone tag with the complainant as he is a truck driver and PC Jack had vacation – on October 13 the complainant faxes a statement with a list of stolen items – PC Jack's first thought was that there was an insurance scam going on – he was asked why he never attended the incident location given the situation – how can you solve a theft without attending the call – his reason was that the original call was for information only, and the second call he could never get a hold of the complainant – he was made to attend the call on October 26 and spoke with the original complainant – the point of entry onto the property was located and the complainant advised that the grass was packed down like a trail at the time of the theft – the coin changer from the pop machine was still located in the back of the property – it was explained that the call could have been completed some three months ago had he just attended the call

27OCT09

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

- drove past Good Life fitness club and PC Jack said "that's the gym where they say I hung out with the criminals"

30OCT09

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

31OCT09

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

01NOV09

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

completely missed it had I not yelled at him to stop – again appeared extremely flustered and overwhelmed

05NOV09

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

09NOV09

- PC Jack arrested male party for 253 while working with another officer
- Brought accused into cells though never advised me he was working on things – went to check on him and assisted with paperwork – told me he was going to release YO on PTA – asked when parent was coming and said they had left a message – reminded him of notice to parent and fact that he needed to release the kid to an adult – kid asked to lie down in cells, PC Jack asked my permission to do so – couldn't decide for himself – then let the accused go into cells with jacket, belt and shoes on with laces – stopped the kid and then muttered something about searching him already and asked him if he put anything in his pockets since he was searched – I then pointed out he could not be in the cells with his jacket, shoes, and belt – later confirmed that he had his notes complete, and all release documents were done – said he needed to stay as he told the mother he would be here when she arrived – told him there was no need for him to stay that dayshift could release – he then asked to stay for a learning experience and I told him no as he had done a release before – told him it was just an excuse to delay things so he could stay around – made him go to dayshift and ask for someone to release – as I was leaving he came to me and said we had missed a G2 charge – told him not to bother as the over 80 was good enough – he said PC McNab told him he had to lay it as well – said I wasn't telling him what to do but he could tell PC McNab thanks for the suggestion but all the paperwork was done – spoke with McNab the next night and he advised he only told Jack about the possible charge if he wanted it, not that he had to lay it

10NOV09

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

get the condition added that Jack had talked about – explained to him that information was incorrect and we apologized

13NOV09

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

13NOV09

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

14NOV09

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

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

19NOV09

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

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





**From:** Nie, Richard (JUS)  
**Sent:** November-19-09 6:02 AM  
**To:** Kohen, Colleen (JUS)  
**Cc:** Campbell, Ron (JUS); Butorac, Peter (JUS)

Hi Colleen - after a two hour meeting with Sgt. Butorac, myself, and PC Jack, here are the main points of the discussion. PC Jack explained that he feels that when he is with me there is an axe above his head the entire time. He said it is a love-hate relationship - he loves my teaching but hates how intimidating it is to be in the car with me. He said that what I am seeing is not representative of how he would perform if he was alone. He said that he feels so much pressure to do things right with me that he screws up all the time. He then went on to explain the psychology of this and how when I point out the mistakes that he is making that everything is always negative. He said he does not have 100% trust in me for my motives - he said he feels that maybe I am documenting everything to cover my ass in case he is fired and there is a lawsuit that happens. He said that there were things written about him in the evaluation that were not true. When asked what motivation I had to lie he just nodded his head when I stated I had no reason to lie. He said that his biggest problem is me as I am watching over his every move.

He was assured by both of us that we only had his interests at hand in attempting to help him pass. He confirmed he knew that but could not change how he felt. He was asked if he felt that if he was with someone else could he perform better. He advised that there was no point as a new person would have to learn all about him and it would be like starting over. He said if I was his coach from the start that he would not be in this position - he feels I expect too much from him and I said only what is expected from a recruit at their 11th month. He feels he would be at standard had I been coaching him from the start and that's why he is behind.

The Sergeant explained to him that he has no choice but to work in this situation - that he is being watched by his coach. He acknowledged this but still felt he would be fine if by himself and not under pressure. It was re-iterated that stress and pressure were parts of the job and he needed to be able to perform under these situations as well. He commented how he forwards emails and work to his house so he can work on them without distraction, that there is always too much going on around him at the office and pressure to be out on the road. I told him this was exactly one of the points we were making - he has to be able to work effectively even with all the distractions.

Hope this helps clarify some things for you - have to admit that I was quite stunned to hear him say at this stage of the game that his issues were my fault - or better put as a result of being in the car with me. At any rate, we'll keep plugging away.

Rich.



**From:** Nie, Richard (JUS)  
**Sent:** November-18-09 7:17 PM  
**To:** Kohen, Colleen (JUS)  
**Subject:** RE: Prob Jack

Colleen - we just went to have the meeting and PC Jack advised that although he received the evaluation on Sunday night he did not have time on his days off to read it at all. He will be given time alone here in the next few minutes to read through it alone in a private office as you suggested.

Updates to follow

Rich.

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

**From:** Kohen, Colleen (JUS)  
**Sent:** November 18, 2009 7:05 PM  
**To:** Nie, Richard (JUS)  
**Subject:** Re: Prob Jack

You are so on top of things

Thanks

Colleen

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

**From:** Nie, Richard (JUS)  
**To:** Kohen, Colleen (JUS)  
**Sent:** Wed Nov 18 19:04:10 2009  
**Subject:** RE: Prob Jack

Hi Colleen - the Sgt. And I will be sitting down with him in the next few minutes and I will update you afterwards. We just finished shift briefing.

Rich.

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

**From:** Kohen, Colleen (JUS)  
**Sent:** November 18, 2009 7:00 PM  
**To:** Postma, Jason (JUS); Campbell, Ron (JUS)  
**Cc:** Butorac, Peter (JUS); Nie, Richard (JUS)  
**Subject:** Re: Prob Jack

Thanks Jason

Has anyone sat down with him to go over it ? And did he write any comments

Colleen

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

From: Postma, Jason (JUS)  
To: Campbell, Ron (JUS); Kohen, Colleen (JUS)  
Cc: Butorac, Peter (JUS); Nie, Richard (JUS)  
Sent: Wed Nov 18 18:51:51 2009  
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



[REDACTED]

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**From:** Postma, Jason (JUS)  
**Sent:** November-18-09 7:14 PM  
**To:** Campbell, Ron (JUS); Kohen, Colleen (JUS)  
**Cc:** Butorac, Peter (JUS); Nie, Richard (JUS)  
**Subject:** RE: Prob Jack

At the time of serving - no. I had told him it was for him to read by the next set of shifts. He was too busy finishing up at the end of shift to read it then and only said thanks.

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

**From:** Campbell, Ron (JUS)  
**Sent:** November 18, 2009 7:06 PM  
**To:** Postma, Jason (JUS); Kohen, Colleen (JUS)  
**Cc:** Butorac, Peter (JUS); Nie, Richard (JUS)  
**Subject:** Re: Prob Jack

Thanks any comments from Mike?

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

**From:** Postma, Jason (JUS)  
**To:** Campbell, Ron (JUS); Kohen, Colleen (JUS)  
**Cc:** Butorac, Peter (JUS); Nie, Richard (JUS)  
**Sent:** Wed Nov 18 18:51:51 2009  
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**Subject:** RE: Prob Jack

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Subject: Prob Jack

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Colleen





[REDACTED]

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**From:** Thomas, Sandy (JUS)  
**Sent:** November-12-09 7:08 PM  
**To:** Kohen, Colleen (JUS); Hannes, Renee (JUS)  
**Subject:** Re: Prob Jack

thanks for the update

Support

Sandy Thomas -----  
Sent from my BlackBerry Wireless Handheld

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

**From:** Kohen, Colleen (JUS)  
**To:** Hannes, Renee (JUS); Thomas, Sandy (JUS)  
**Sent:** Thu Nov 12 19:05:42 2009  
**Subject:** Prob Jack

Good evening

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

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

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

My normal course of action is  
I will consult with legal

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

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

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

I will be consulting with Chris D  
When i am back in the office  
Next week

Colleen



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

Good evening

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

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When i am back in the office  
Next week

Colleen

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

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

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

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

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

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

Let me know

Rich



Prob Jack  
Prob Jack

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

Good Afternoon

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

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

\  
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)





Ontario  
Provincial  
Police

File: 291

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

<b>Probationary Constable Category (select one):</b>	<input checked="" type="checkbox"/> 4 <sup>th</sup> Class Constable, Probationary Status    Report Month:    10 <input type="checkbox"/> Experienced Officer    Report Month:    select month <input type="checkbox"/> Amalgamated Officer    Report Month:    select month
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<b>Surname:</b> JACK		<b>Given Name:</b> Michael	
<b>Badge:</b> 12690		<b>WIN:</b> 393080	
<b>Detachment/Section:</b>	Peterborough County	<b>Region/Bureau</b>	Central East
<b>Evaluator:</b>	PC Richard Nie	<b>Badge:</b>	10517
<b>Evaluation Period:</b> (DD/MM/YY) <b>Start:</b> 09OCT09 <b>End:</b> 09NOV09			
<b>Probationary Period Start Date*</b> (DD/MM/YY)    09JAN09			
**4 <sup>th</sup> Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy			
** Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP			

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

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

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

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

## PERFORMANCE ASSESSMENT

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

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

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

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

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

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

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

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

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

### **ANALYTICAL THINKING**

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

**Specific example:**

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

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

Does Not Meet Requirements

### **RESOLUTION**

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

**Specific example:**

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

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

Does Not Meet Requirements

sure that he is only given one thing to do until he can handle more	
<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 always approaches his coach before each shift with a list of things he needs to do or is working on.</p>	Meets Requirements

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

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



<p><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 still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake.</p> <p>In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.</p>	<p>Does Not Meet Requirements</p>
<p><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 not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.</p>	<p>Meets Requirements</p>

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

**COMMENTS AND SIGNATURES****Evaluation Meeting**

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

**Detachment Commander**

Comments (Mandatory):

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

Detachment Commander:

Detachment Commander's Signature:

Date: 10 Nov 09

**Instructions:**

At the conclusion of each evaluation period:

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

**Regional Commander (or designate)**

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate)  
Signature:

Date:

**Instructions:**

At the conclusion of the evaluation period:

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

Coach Officer's Comments:

Coach Officer's

Date:

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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**Comments mandatory at all levels**

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

*To be completed by Accountable Supervisor*

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

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

Probationary Constable's Signature:	Date:
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Accountable Supervisor's Signature:	Date:
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**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

161



[REDACTED]

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**From:** Nie, Richard (JUS)  
**Sent:** November-10-09 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



[REDACTED]

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

Good Afternoon

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

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

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)



Ontario  
Provincial  
Police

File: 291

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

<b>Probationary Constable Category (select one):</b>	<input checked="" type="checkbox"/> 4 <sup>th</sup> Class Constable, Probationary Status    Report Month: 10 <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:** 09OCT09    **End:** 09NOV09

**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
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<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 continues to show a desire to learn and accepts new tasks. He still struggles with trying to put every situation into a mold or template that he can follow and then being disappointed when things don't go exactly as planned.</p> <p>On 16OCT09, PC Jack was completing a series of traffic stops on Highway 28. Discussions about vehicle position and safety took place after each stop. As one issue would be corrected a new one would come up. It appeared he was having great difficulty in assessing where to stop a vehicle and how to do so safely. PC Jack described it as "too much to consider all at once".</p>	<p>Does Not Meet Requirements</p>
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<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: PC Jack continues to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. On 21OCT09 he attended a collision and laid the appropriate charge given the circumstances - one vehicle turning in front of another.</p>	<p>Meets Requirements</p>
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<p><b>FEDERAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC Jack continues to appear to have a working knowledge of the offences that he has encountered this month. He still has difficulty converting that book knowledge into practice on the road. He is still very hesitant with making the choice on how to proceed with a course of action.</p> <p>On 17OCT09 PC Jack attended a vehicle rollover with three suspicious youths involved. Upon arriving at the scene, PC Jack approached the first officer on scene who was speaking</p>	<p>Does Not Meet Requirements</p>
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with the three youths. At one point he approached the vehicle with the other officer while his coach spoke with a passenger alone. There was an obvious odour of burnt marijuana in the vehicle. At no time did PC Jack indicate that he had noticed the smell or decide to proceed with anything. After watching his coach separate one passenger, he then proceeded to do the same with the other. When his coach approached him to check on things, he advised that he had not had any discussions with the passengers in regards to drugs. After some questioning by his coach the drugs were discovered and dealt with appropriately.

**POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS**

Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.

**Specific example:**

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

Meets Requirements

**POLICE VEHICLE OPERATION**

Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.

**Specific example:**

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

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

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

Does Not Meet Requirements

**TRAFFIC ENFORCEMENT**

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

**Specific example:**

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

Meets Requirements

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

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

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

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

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



<p>sure that he is only given one thing to do until he can handle more</p>	
<p><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 always approaches his coach before each shift with a list of things he needs to do or is working on.</p>	<p>Meets Requirements</p>

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

**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.

<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 still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake.</p> <p>In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.</p>	<p>Does Not Meet Requirements</p>
<p><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 not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.</p>	<p>Meets Requirements</p>

PERSONAL IMPACT	RATING
<p><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:</p>	<p>Meets Requirements</p>
<p><b>DEPORTMENT</b></p> <p>Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism.</p> <p>Specific example: Other than going quiet at times during instruction, PC Jack has not shown any instances where he has not been able to control his emotions with the public.</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>

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

<p><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 still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake.</p> <p>In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.</p>	<p>Does Not Meet Requirements</p>
<p><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 not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.</p>	<p>Meets Requirements</p>

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

**COMMENTS AND SIGNATURES**

**Evaluation Meeting**

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

**Detachment Commander**

Comments (Mandatory):

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:

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- Forward the completed and signed ORIGINAL document to Career Development Bureau for tracking purposes.

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

Coach Officer's Comments:

Coach Officer's

Date:



## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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**Comments mandatory at all levels**

Accountable Supervisor's Comments:	
Accountable Supervisor's Signature:	Date:
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) Traffic Enforcement - PC Jack increased his totals this month to 12 HTA offence notices and has been utilizing the directed patrol boards when feasible.

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

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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



[REDACTED]

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

Peter

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

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

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

Kent

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

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

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

Good Morning Margaret

Wanted to provide you a update on a Probationary Constable

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

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

Colleen

C.S.Kohen

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