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

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

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

Rich



Ontario  
Provincial  
Police

File: 291

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

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

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

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

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

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

## PERFORMANCE ASSESSMENT

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

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

JOB KNOWLEDGE & SKILLS	RATING
<p><b>ATTITUDE TOWARDS LEARNING</b></p> <p>Able to re-evaluate personal opinions, judgments and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.</p> <p>Specific example: PC Jack has an obvious desire to learn and is willing to attempt any task given to him. He seeks input, direction, and advice on every task that he performs. His body language shows his disgust when he makes a mistake or has to be corrected on something and he appears overly frustrated. He struggles with trying to put every situation into a mold or template that he can follow and then being disappointed when things don't go exactly as planned. He also places blame on the situation or individuals involved rather than accepting ownership for his own mistakes.</p> <p>On 10SEP09, PC Jack was completing a report from a stolen vehicle. He advised that he needed assistance locating the address as he had never been shown how to search for one before and link it properly. He was questioned as to how this was possible with eight months on the job as this would have been taught in Orillia or his first occurrence at detachment. He brought up another occurrence of his and showed the address which had not been entered correctly. He was explained how to correct it and he placed the blame on another officer for showing him the wrong way. It was apparent that he knew how to enter the address, but was checking to see if his new coach would show him something different. When confronted on this, he then advised that it was his mistake and he had been shown properly saying he was embarrassed and was not trying to be untruthful.</p>	<p>Does Not Meet Requirements</p>
<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: PC Jack appears to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. When questioned about types of offences and the elements required to prove them he has for the most part been able to discuss them and articulate why he may or may not have grounds to lay a charge. His hesitation lies with actually deciding to make a stop or not - this is discussed under traffic.</p>	<p>Meets Requirements</p>

### FEDERAL STATUTES

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

**Specific example:**

As with Provincial Statutes, PC Jack appears to have a working knowledge of the offences that he has encountered this month. His difficulty lies with converting that book knowledge into practice on the road. He appears very hesitant with making the choice to proceed with an arrest or a charge. Of the situations that were encountered this month, there was only one that resulted in an arrest.

On 23SEP09 he was dispatched to an unwanted person call. Upon arriving at the residence he began speaking with the complainant who had met PC Jack previously. The complainant was seeking advice on what options he had and also what he wanted the officers to do. After some time the complainant brought the unwanted person to the door. It was apparent quickly that due to his intoxicated state that he could not stay at the residence with the complainant. Up until the point that the suspect started to walk away from PC Jack, he made no indication as to how he was going to resolve the situation. As the suspect started to leave, the coach officer told PC Jack to arrest the male and he would be coming with police. At the time of the arrest, search, or transport to detachment, the male was never read his rights to counsel. When this was discussed afterwards with PC Jack, he advised that he didn't do it because he didn't think he had to for a Prevent Breach of Peace arrest, and then said it was because his coach pressured him to proceed quickly with the arrest. As the issue of forgetting rights to counsel and caution was raised in prior evaluations, it appears that this stills needs some correction as it happened on the first arrest with the new coach officer.

Does Not Meet Requirements

### POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS

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

**Specific example:**

PC Jack shows a complete understanding of the policies and procedures that are used each day. He categorizes every email he receives into folders and has memory sticks full of reports and procedural examples.

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

Meets Requirements

### POLICE VEHICLE OPERATION

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

**Specific example:**

PC Jack appears to be a very nervous driver and lacks confidence. He drives safely but causes concern with some of his habits. PC Jack relies heavily on his GPS unit. On more than once instance PC Jack has missed a turn going to a call because he has passed it before his GPS told him to turn. When approaching intersections, he will often slow to almost a complete stop even when the light is green. When questioned about this he advised that his father taught him to be safe. He often travels at approximately 10km/h below the posted speed limit, which creates long lines of traffic behind the cruiser and also confusion on the part of the public with what he is going to do. When patrolling, if his coach starts a conversation or begins to teach or correct a problem, he will immediately lift his foot off the gas and drive slow. His inability to multitask is also shown by the fact that he will not focus on the things around him if he is distracted by something like a conversation. PC Jack also completed a driving assessment this month which has required him to have some remedial work done.

Does Not Meet Requirements

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

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

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

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

PROBLEM SOLVING SKILLS	RATING
<p><b>DECISIVE INSIGHT</b></p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: PC Jack has a lot of difficulty in this area. He is very intelligent person and is extremely book smart. His struggle comes when he attempts to convert this book knowledge into practical use on the road. PC Jack attempts to fit every incident into a mold or proforma that he can follow in future calls. As long as the call plays out identical to the one he experienced before, he does a good job. When the situation changes, PC Jack runs into trouble as he attempts to do things from the way he has memorized before.</p> <p>On 19SEP09 PC Jack observed a pedestrian walking down the road carrying a cup. PC Jack's first reaction was to say that he thought the man was drunk. His reasoning was that it was at night and he was hiding a cup. He proceeded to stop the cruiser (half in a live lane with no emergency lights) and speak with the male. The male was going for a walk with his Tim Horton's coffee. PC Jack was very awkward with his approach and it caused the male to look at his coach officer for clarification as to why he was stopped. The male actually asked if he was doing something wrong. The minute he realized it was a coffee cup and the male wasn't intoxicated he should have changed his approach away from interrogation to a friendly chat, which is was unable to do.</p>	<p>Does Not Meet Requirements</p>
<p><b>ANALYTICAL THINKING</b></p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: PC Jack does well at parts of this category, but in others he lacks. He is a very methodical and systematic thinker, and tries to make patterns and proformas to handle his calls. The</p>	<p>Does Not Meet Requirements</p>



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

LEADERSHIP ATTRIBUTES	RATING
<p><b>INITIATIVE</b></p> <p>Tries to make a positive difference, improve outcomes and effectively manage problems.</p> <p>Specific example: PC Jack is doing the best he can given the circumstances. He is willing to participate in things like RIDE checks and tries to stay positive. He understands that he has work to do to improve in several areas and has been willing to attempt to correct these areas. He needs to continue to work at staying out of the detachment</p>	<p>Meets Requirements</p>

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

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

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

<p><b>TEAM WORK</b></p> <p>Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement.</p> <p>Specific example: PC Jack has been a willing participant in shift RIDE checks. Though quiet in nature, he appears to get along well with the other members of his shift.</p>	<p>Meets Requirements</p>

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

**COMMENTS AND SIGNATURES**

**Evaluation Meeting**

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

Date:

Accountable Supervisor's Comments (Mandatory):

Accountable Supervisor:

Accountable Supervisor's Signature:

Date:

**Detachment Commander**

Comments (Mandatory):

Detachment Commander:

Detachment Commander's Signature:

Date:

**Instructions:**

At the conclusion of each evaluation period:

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

**Regional Commander (or designate)**

Comments (Mandatory)

Regional Commander (or designate):

Regional Commander's (or designate) Signature:

Date:

**Instructions:**

At the conclusion of the evaluation period:

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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



## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

### Comments mandatory at all levels

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

### RESULTS ACHIEVED

*To be completed by Accountable Supervisor*

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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



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

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

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

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

we'll be available  
Pete

---

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

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

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**To:** Campbell, Ron (JUS)  
**Subject:** Re: DRIVING MEMO - Michael Jack

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

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**To:** Kohen, Colleen (JUS); Campbell, Ron (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Postma, Jason (JUS); Salter, Peter (JUS)

**Cc:** Johnston, Mike P. (JUS)  
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Pete: are you available for a meeting tomorrow?

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

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What date works for you folks ?

Colleen

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

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

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**Cc:** Lungstrass, Chris (JUS)  
**Subject:** FW: DRIVING MEMO - Michael Jack

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



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[REDACTED]

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**From:** Taylor, Kent (JUS)  
**Sent:** September-29-09 2:39 PM  
**To:** Kohen, Colleen (JUS); Campbell, Ron (JUS)  
**Cc:** McNeely, Dave (JUS)  
**Subject:** RE: Driving assessment - Michael Jack - requires remedial driving.

S/Sgt's Kohen and Campbell

I just hung up from a fairly lengthy phone call with Dave McNeely regarding PC Jack. I believe that it will require a considerable investment in time to get him up to speed in regard to his driving. I am acquainted with PC Jack from his recruit training and other performance issues at detachment. To be honest, I am somewhat puzzled in this case. I am wondering if there are issues that may have been identified in his psychological assessment that may shed some light on his driving behaviour also? Is this information possibly available to me?

If, pending further discussion with both of you, we decide to invest the time in his driving, I will likely take the file over from Sgt McNeely.

Colleen, would you please give me a call at your convenience. I will then call Staff Campbell to discuss the matter further.

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:** September 29, 2009 2:20 PM  
**To:** Taylor, Kent (JUS); Campbell, Ron (JUS)  
**Subject:** FW: Driving assessment - Michael Jack - requires remedial driving.  
**Importance:** High

Kent

This will need to be expedited as he is in month 9

Can you please advise

Colleen

---

**From:** Campbell, Ron (JUS)  
**Sent:** September 29, 2009 12:57 PM  
**To:** Butorac, Peter (JUS); Nie, Richard (JUS); Postma, Jason (JUS)  
**Cc:** Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)  
**Subject:** FW: Driving assessment - Michael Jack - requires remedial driving.  
**Importance:** High

We will need to make Mike available for this.

In my conversation with Dave McNeely he feels he is correctable... and he nor the public are in danger. Ron

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

**From:** McNeely, Dave (JUS)  
**Sent:** Tuesday, September 29, 2009 11:21 AM  
**To:** Campbell, Ron (JUS)

**Cc:** Taylor, Kent (JUS); Lungstrass, Chris (JUS)  
**Subject:** Driving assessment - Michael Jack - requires remedial driving.  
**Importance:** High

Hello Ron / Kent

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

I recommend remedial driving for Michael.

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

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

Thanks

Dave



[REDACTED]

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**From:** Kohen, Colleen (JUS)  
**Sent:** September-24-09 9:10 AM  
**To:** Johnston, Mike P. (JUS); Stevenson, Hugh (JUS)  
**Subject:** RE: Old occurrence involving PC JACK

Good Morning

I don't know if you have an opportunity to read the occurrence report . Is this something Region wants me to explore ? This was 4 years ago and we don't even know if the security company that employed Prob Jack did any documentation and if so ... how would this assist us in his new role ? . He was acting in his previous employment and is not an accused .. in saying that, I agree he did not make the right choice back then but should that influence us now in his new role ?

Unless I am missing something ... Let me know

Colleen

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

---

**From:** Johnston, Mike P. (JUS)  
**Sent:** September 23, 2009 8:55 AM  
**To:** Kohen, Colleen (JUS)  
**Subject:** RE: Old occurrence involving PC JACK

Colleen

I have updated Supt Stevenson on this recent information on P/C Jack.

Mike

---

**From:** Kohen, Colleen (JUS)  
**Sent:** September 23, 2009 8:39 AM  
**To:** Johnston, Mike P. (JUS); Campbell, Ron (JUS); Lee, Dave E. (JUS)  
**Subject:** Re: Old occurrence involving PC JACK

I will do some inquiring in h r

I would like to know how the sgt found this info ?

Colleen

**From:** Johnston, Mike P. (JUS)  
**To:** Campbell, Ron (JUS)  
**Cc:** Kohen, Colleen (JUS)  
**Sent:** Wed Sep 23 08:37:23 2009  
**Subject:** FW: Old occurrence involving PC JACK

Ron/ Colleen - Confidential

FYI

Mike

---

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

Inspector,

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

Regards,

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

171

172



[REDACTED]

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

Ron/ Colleen - Confidential

FYI

Mike

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Peterborough County OPP  
VNET 508-4120  
Tel : (705) 742-0401  
Fax : (705) 742-9247



[REDACTED]

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**From:** Kohen, Colleen (JUS)  
**Sent:** September-14-09 11:41 AM  
**To:** Flindall, Robert (JUS); Campbell, Ron (JUS)  
**Cc:** Filman, Shaun (JUS)  
**Subject:** RE: JACK WIP masterc.doc

Good Morning

I have reviewed the WIP and looks good .. But I do suggest this last comment be removed. It is our role over the next few more months to help him with these areas and we should not expect to resolve all of these immediately.

Also on the PCS66P.. It should read month 8

Once discussed lets look at another conference call maybe next week if that works with the new platoon

Colleen

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

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

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

Ron and Colleen,

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

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



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

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

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

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**From:** Flindall, Robert (JUS)  
**Sent:** Sunday, September 13, 2009 5:36 PM  
**To:** Campbell, Ron (JUS)  
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Peterborough County OPP  
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**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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

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

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

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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**Coach Officer's Comments:**

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

Coach Officer's  
Signature:

Date:

**Probationary Constable's Comments:**

Probationary Constable's  
Signature:

Date:

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

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

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

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

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

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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

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

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

9) See number 5 above.

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

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**Comments mandatory at all levels**

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



**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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

**Tkatch, Tatiana (JUS)**

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

All

Detachment Commander's comments added.

Mike

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

**From:** Campbell, Ron (JUS)  
**Sent:** September 14, 2009 10:44 AM  
**To:** Johnston, Mike P. (JUS)  
**Cc:** Kohen, Colleen (JUS); Flindall, Robert (JUS); Nie, Richard (JUS); Postma, Jason (JUS); Butorac, Peter (JUS)  
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**Sent:** Sunday, September 13, 2009 5:36 PM  
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**Cc:** Kohen, Colleen (JUS); Filman, Shaun (JUS)  
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Probationary Constable Badge:	PC Michael JACK 12690	Accountable Supervisor Badge:	R FLINDALL 9740
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## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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Coach Officer's Comments:

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Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

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

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## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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Accountable Supervisor's  
Signature:

Date:

Probationary Constable's  
Signature:

Date:

#### Detachment Commander's Comments:

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

Detachment Commander's  
Signature:

Date:

#### Regional Commander's (or designate) Comments:

# PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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



[REDACTED]

---

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

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Sgt. 9740  
Peterborough County OPP  
VNET 501-4620



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

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

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

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

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

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

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

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

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

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

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

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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

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

Coach Officer's Comments:

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

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

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

*To be completed by Accountable Supervisor*

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

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

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

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

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

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

9) See number 5 above.

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

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

### Comments mandatory at all levels

Accountable Supervisor's Comments:

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

Accountable Supervisor's  
Signature:

Date:

Probationary Constable's  
Signature:

Date:

Detachment Commander's Comments:

Detachment Commander's  
Signature:

Date:

Regional Commander's (or designate) Comments:

Regional Commander's (or designate)

Date:

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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



**From:** Flindall, Robert (JUS)  
**Sent:** September-11-09 9:19 AM  
**To:** Kohen, Colleen (JUS)  
**Subject:** RE: PCS66\_JACK8.doc

10-4 thanks! I'm on it.

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

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

**From:** Kohen, Colleen (JUS)  
**Sent:** September 11, 2009 9:17 AM  
**To:** Flindall, Robert (JUS)  
**Subject:** RE: PCS66\_JACK8.doc

Rob

One (1) WIP is all that is required with the 10 Deos Not meet requirments

Colleen

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

**From:** Flindall, Robert (JUS)  
**Sent:** September 11, 2009 9:02 AM  
**To:** Kohen, Colleen (JUS)  
**Subject:** RE: PCS66\_JACK8.doc

Shaun has sent me the updated PCS66 already. I have to review it yet to see how he made out. We had left the original PCS066 with S/Sgt. Campbell for disclosure over the last 2 days when PC JACK was working, however, as there were issues with it, it was not disclosed. It will be disclosed on Monday when PC JACK is back in on shift.

As well, while I have you, there were 10 does not meets requirements on his last evaluation. Does this require 10 separate WIP's or one WIP covering them all? Shaun has done up 10 separate ones, so before those are sent in as well, I might as well get them fixed up before forwarding on.

Talk to you soon,

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

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

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

From: Kohen, Colleen (JUS)  
Sent: September 11, 2009 8:58 AM  
To: Flindall, Robert (JUS); Campbell, Ron (JUS)  
Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)  
Subject: RE: PCS66\_JACK8.doc

Thanks Rob

Once completed can you please send me the final version of PCS66P and WIP via e mail for review as I want to set up a conf call with new sgt and coach

I am assuming this is being disclosed to member today ?

Colleen

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

From: Flindall, Robert (JUS)  
Sent: September 11, 2009 8:01 AM  
To: Kohen, Colleen (JUS); Campbell, Ron (JUS)  
Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)  
Subject: RE: PCS66\_JACK8.doc

Thanks Colleen,

We are on this as I write. PC FILMAN is making the necessary changes to his current PCS066.

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

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

From: Kohen, Colleen (JUS)  
Sent: September 9, 2009 1:39 PM  
To: Campbell, Ron (JUS); Flindall, Robert (JUS)  
Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS)  
Subject: RE: PCS66\_JACK8.doc

Good Afternoon

At this stage of his Prob there should be no base for ratings. The rating if you don't have a specific example goes back to what it was in the previous month.

Also can you please ensure that there are specific examples and not general comments

TX

Colleen

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

From: Campbell, Ron (JUS)

Sent: September 9, 2009 9:09 AM

To: Flindall, Robert (JUS)

Cc: Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)

Subject: FW: PCS66\_JACK8.doc

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

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

From: Flindall, Robert (JUS)

Sent: Tuesday, September 08, 2009 4:09 PM

To: Campbell, Ron (JUS)

Subject: PCS66\_JACK8.doc

Ron,

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

Rob





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

DATE SHOULD BE 18 SEPT 09 - FRIDAY

---

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

Hello everyone,

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

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

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

If there is anything else call me or email

Dave  
503-4561

---

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

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

Jason you will need to ammend the schedule. Ron

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

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

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

Dave

---

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

Ron,

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

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

---

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

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

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

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

Ron

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

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

Any questions just call - 503-4561

Dave

---

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

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

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

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



[REDACTED]

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**Cc:** Johnston, Mike P. (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)  
**Subject:** FW: PCS66\_JACK8.doc  
**Attachments:** PCS66\_JACK8.doc

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Rob



Ontario  
Provincial  
Police

File: 291

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

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

<b>Surname:</b> JACK	<b>Given Name:</b> Micheal
<b>Badge:</b> 12690	<b>WIN:</b> 393080
<b>Detachment/Section:</b> Peterborough County	<b>Region/Bureau:</b> Central East
<b>Evaluator:</b> PC S. FILMAN	<b>Badge:</b> 11212
<b>Evaluation Period:</b> (DD/MM/YY) <b>Start:</b> 09 Aug 09 <b>End:</b> 09 Sep 09	
<b>Probationary Period Start Date*</b> (DD/MM/YY) 09 Jan 09	
**4 <sup>th</sup> Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy	
** Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP	

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

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

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

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

## PERFORMANCE ASSESSMENT

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

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

JOB KNOWLEDGE & SKILLS	RATING
<p><b>ATTITUDE TOWARDS LEARNING</b></p> <p>Able to re-evaluate personal opinions, judgments and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.</p> <p>Specific example: PC JACK has an obvious ability to learn but is not willing to take responsibility for mistakes or accept any disappointments. He has been found to avoid an officer that has given him negative feedback. He has also been argumentative with officers that have given him direction and states that discipline is "humiliating".</p>	Does Not Meet Requirements
<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. He has laid only 4 provincial offence notices during this time period.</p>	No Basis For Rating
<p><b>FEDERAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC JACK completed an Impaired driver investigation SP09191712 during this evaluation period. PC JACK was able to identify the appropriate elements required to make an arrest for this offence. PC JACK also read the appropriate rights, caution and demands rectifying issues that were identified in his previous evaluation.</p>	Meets Requirements
<p><b>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</b></p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p>	Meets Requirements

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

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

<p>utilizing electronic forms such as RMS.</p> <p>Specific example: PC JACK's reports continue to be articulate and detailed. Maybe it was mentioned on the last report but part of written reports are Crown briefs. They did not logically put out the elements of the offence. In the CAO review it was unsupported statements.</p>	
<p><b>LISTENING SKILLS</b></p> <p>Expresses active listening skills; accurately understands and attends to the facts and feelings of the sender. Able to clarify and re-frame the message with the sender in a professional manner.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time. Maybe I am mistaken here but did we not have a meeting with him. He sat there and told us he understood and then when served his evaluation by you your words are that it was like he never heard a word.. Again is it not part of active listening to ask questions solicit feedback</p>	<p>No Basis For Rating</p>
<p><b>NON-VERBAL</b></p> <p>Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.</p> <p>Specific example: PC JACK is aware of how his appearance and demeanour can effect his interaction with complainants and accused parties. He uses appropriate paralanguage and interview stance techniques with these individuals.</p>	<p>Meets Requirements</p>
<p><b>RADIO COMMUNICATIONS</b></p> <p>Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.</p> <p>Specific example: In his previous evaluation PC JACK was issued a "does not meet requirements" for this section. PC JACK has not had adequate time to correct the issues indicated in that evaluation thus has received a "no basis for rating" on this evaluation.</p>	<p>No Basis For Rating</p>

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

backgrounds, cultures and socio-economic circumstances.

Specific example:

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

### PROBLEM SOLVING SKILLS

### RATING

#### DECISIVE INSIGHT

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

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.

Again I am the broken record here. It is not effective problem solving if you know you are having issues and not ask for help

No Basis For Rating

#### ANALYTICAL THINKING

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

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.

No Basis For Rating

#### RESOLUTION

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

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.

No Basis For Rating

#### FOLLOW-UP ORIENTATION

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

Specific example:

During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. There is no basis for a rating in this category at this time.

Meets Requirements

### LEADERSHIP ATTRIBUTES

### RATING

#### INITIATIVE

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

Meets Requirements

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

INTERPERSONAL ATTRIBUTES	RATING
<p><b>INTEGRITY</b></p> <p>Demonstrates courage of convictions and ethical standards as set out in The Promise of the OPP. Protects the rights of all persons (inclusive of victims, accused persons and marginalized persons) consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p> <p>Specific example:          PC JACK has never been seen to show bias towards victims or accused and has always demonstrated an ethos in keeping with the Promise of the OPP, Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.</p>	<p>Meets Requirements</p>



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

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

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

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

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

**Comments (Mandatory):**  
 During this evaluation period Cst Jack and his Supervisor and an OPPA rep met with me to discuss various issues he has had recently with his progress. Cst. Jack insists he has not had the assistance to meet the goals outlined in the evaluation. Cst Jack's Supervisor outlined the steps that had been taken to assist but were not utilized by the member. It also became apparent that Cst. Jack's had created some animosity amongst his fellow officers by answer shopping with Detachment member's. The other members were not provided with full disclosure of the entire situation and then provided opinions based on partial information. This answer shopping continued until Cst. Jack found someone who would agree with his own opinion based on partial information. Cst Jack will be offered a fresh perspective on Platoon D as his current Coach will be taking parental leave and he will be getting closer direct supervision from a new coach officer in an effort to ensure he has the proper tools to succeed.

Detachment Commander: M.R.J. Campbell S/Sgt #6385 Operations Manager	Detachment Commander's Signature:	Date: 09 Sep 09
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**Instructions:**  
 At the conclusion of each evaluation period:

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

**Regional Commander (or designate)**

**Comments (Mandatory)**

Regional Commander (or designate):	Regional Commander's (or designate) Signature:	Date:
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**Instructions:**  
 At the conclusion of the evaluation period:

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

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

[REDACTED]

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

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

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

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

Ron,

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

Rob



Ontario  
Provincial  
Police

File: 291

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

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

<b>Surname:</b> JACK		<b>Given Name:</b> Micheal	
<b>Badge:</b> 12690		<b>WIN:</b> 393080	
<b>Detachment/Section:</b>	Peterborough County	<b>Region/Bureau</b>	Central East
<b>Evaluator:</b>	PC S. FILMAN	<b>Badge:</b>	11212
<b>Evaluation Period:</b> (DD/MM/YY) <b>Start:</b> 09 Aug 09 <b>End:</b> 09 Sep 09			
<b>Probationary Period Start Date*</b> (DD/MM/YY) 09 Jan 09			
**4 <sup>th</sup> Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy			
** Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP			

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

**PERFORMANCE ASSESSMENT**

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

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

<b>JOB KNOWLEDGE &amp; SKILLS</b>	<b>RATING</b>
<p><b>ATTITUDE TOWARDS LEARNING</b></p> <p>Able to re-evaluate personal opinions, judgments and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.</p> <p>Specific example: PC JACK has an obvious ability to learn but is not willing to take responsibility for mistakes or accept any disappointments. He has been found to avoid an officer that has given him negative feedback. He has also been argumentative with officers that have given him direction and states that discipline is "humiliating".</p>	Does Not Meet Requirements
<p><b>PROVINCIAL STATUTES</b></p> <p>Able to identify, articulate and process applicable elements in Provincial Statutes.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:  SP09175350 - Mental Health Act.</p> <p>On the 3rd August 2009 PC JACK attended this call with PC CROWDER (who was the back-up officer). The complainant was reporting that people living upstairs had equipment that made her head buzz. PC JACK obtained details from the female. He didn't appear to know what to do. Once outside the residence he asked PC CROWDER how he would have handled the call. PC CROWDER asked PC JACK how he would handle it and what his authorities are under the mental health act. PC JACK stated he would take her to the hospital for an evaluation. PC JACK did not know his apprehension authorities under the mental health act.</p> <p>From 10th June 2009 to 09 August 2009 PC JACK has issued the following Provincial Offences notices:  HTA : 21 , CAIA : 2</p>	Does Not Meet Requirements
<p><b>FEDERAL STATUTES</b></p>	

<p>Able to identify, articulate and process applicable elements in Federal Statutes.</p> <p>Specific example: PC JACK completed an Impaired driver investigation SP09191712 during this evaluation period. PC JACK was able to identify the appropriate elements required to make an arrest for this offence. PC JACK also read the appropriate rights, caution and demands rectifying issues that were identified in his previous evaluation.</p>	<p>Meets Requirements</p>
<p><b>POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS</b></p> <p>Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems.</p> <p>Specific example: PC JACK has had no incidents in this evaluation period that would apply to this evaluation section. He continues to use CPIC, Email and RMS systems appropriately.</p>	<p>Meets Requirements</p>
<p><b>POLICE VEHICLE OPERATION</b></p> <p>Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.</p> <p>Specific example: During this evaluation period, PC JACK was involved in a traffic related incident in which he was charged with failing to yield to traffic on a through highway. PC JACK's cruiser operations almost resulted in a motor vehicle collision that was witnessed by his Sergeant and a fellow officer on shift. Documentation is on file for this incident. RM09096931</p>	<p>Does Not Meet Requirements</p>
<p><b>TRAFFIC ENFORCEMENT</b></p> <p>Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. He has laid only 4 provincial offence notices during this time period in which he investigated 19 non-reportable occurrences and 1 reportable occurrence which was an Impaired Driver SPO9191712.</p> <p>During this period, it was discovered that PC JACK has been issuing speeding tickets mainly at 15 km/hr over the speed limit. He has been spoken to about this practice and it is expected to stop.</p>	<p>Meets Requirements</p>

**COMMUNICATION SKILLS**

**RATING**

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



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

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

<p><b>VALUING DIVERSITY</b></p> <p>Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances.</p> <p>Specific example: PC JACK has no issues working within a diverse community in which the Peterborough County Detachment polices.</p>	<p>Meets Requirements</p>
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PROBLEM SOLVING SKILLS	RATING
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<p><b>DECISIVE INSIGHT</b></p> <p>Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.</p> <p>Specific example: PC JACK has indicated on numerous occasions that he has not had the proper guidance in completing various tasks after the task was completed improperly. In all occasions, PC JACK has failed to request assistance in completing the tasks properly. He is expected in the future to ask for assistance should he need help.</p> <p>During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>SP09148553 - Impaired Driver - On July 6th 2009, PC JACK received a traffic complaint in which the caller was reporting a possible impaired driver. Based on the information provided by the complainant, PC JACK knew that he was out of position to look for the impaired driver. PC JACK was able to determine the best course of action to put him in the best position to intercept the possible impaired. As a result of actions, PC JACK was ultimately able to locate the suspect vehicle and impaired charges were laid as a result.</p>	<p>Meets Requirements</p>
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<p><b>ANALYTICAL THINKING</b></p> <p>Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations.</p> <p>Specific example: During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation :</p> <p>SP09133110 - PC JACK attended at a stand-by and keep the peace. PC JACK has attended at these types of calls in the past. This is a 2 person call and part of issues stemming from this call are due to the fact he did not request a second unit to attend to assist. While on scene at the incident , one of the parties involved contacted the PCC and requested another officer attend as things were not progressing. Once second officer attended and the matter was quickly resolved. PC JACK explained that he was unaware of the act that legislated over trailer parks and that was the main problem. PC JACK was given advice should this happen again in the future.</p>	<p>Does Not Meet Requirements</p>
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<p><b>RESOLUTION</b></p> <p>Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community.</p> <p>Specific example:</p>	<p>Does Not Meet Requirements</p>
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During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this the previous evaluation example has been carried over to this evaluation:

SPO9133110 - PC JACK attended at a stand-by and keep the peace. PC JACK has attended at these types of calls in the past. This is a 2 person call and part of issues stemming from this call are due to the fact he did not request a second unit to attend to assist. While on scene at the incident, one of the parties involved contacted the PCC and requested another officer attend as things were not progressing. Once second officer attended and the matter was quickly resolved. PC JACK explained that he was unaware of the act that legislated over trailer parks and that was the main problem. PC JACK was given advice should this happen again in the future..

#### FOLLOW-UP ORIENTATION

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

Specific example:

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

SPO9087157 - PC JACK was assigned this call on the 26th April 2009. On the 18th July 2009 CST PAYNE was assisting PC JACK with putting an arrest warrant/brief package together. PC JACK had finally added the GOR. PC PAYNE advised PC JACK to complete a synopsis of the video statement, print out new CR for the accused, photocopy his notes and other documents and when complete he can go to an ESO to put brief together and still be in his zone. On the 19th July CST PAYNE assisted PC JACK with putting the brief together. PC JACK commented that this call should be a crime unit call because he doesn't have the time for the follow-up and requires more time to work on it. After reviewing the one and only statement, it was discovered that PC JACK hadn't obtained the name or details of the female cashier who processed the transaction with the accused at the business. This person is a key witnesses in the investigation and her details and statement should have been obtained much earlier in the investigation. PC JACK was instructed to obtain her details and a statement for the investigation and brief. On the 19th July 2009 PC JACK attended the business to enquire about the female cashier. He left the business again without obtaining basic contact details to contact her at home. He learned she would be working on one of his rest days and asked SGT FLINDALL if he could come in on overtime on a day off to meet with the girl when she was working. PC JACK was advised he can interview the female when he is working next.

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

Does Not Meet Requirements

#### LEADERSHIP ATTRIBUTES

#### RATING

##### INITIATIVE

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

Specific example:

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

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

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 continues to struggle with personal accountability. PC JACK was issued a PON for a traffic infraction, for which he has not taken any responsibility for his actions. As well PC JACK has complained on a number of occasions that he felt abandoned or didn't have help with calls for service. In a number of instances in which he's complained, it was found that he had not let it be known that he required assistance and did not actively seek out assistance.</p>	<p>Does Not Meet Requirements</p>
<p><b>PLANNING &amp; ORGANIZING</b></p> <p>Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills.</p> <p>Specific example:  During this evaluation period, PC JACK has only worked 6 shifts due to his holiday schedule. Because of this, the previous evaluation example has been carried over to this evaluation:</p> <p>PC JACK is a very organized person. He usually comes to work with a pre-written task list</p> <p>However, it is viewed that PC JACK cannot multitask. He has difficulty prioritizing what needs to be done on his list.</p> <p>SPO9164458 - Criminal Harassment - PC JACK was giving a list of specific instructions for dealing with this call by SGT FLINDALL. They were to have night shift make attempts to locate and arrest suspect; do up brief for this case and submit before going home. Brief to include; synopsis, photocopies of witness statements; summary of victim video statement; show cause hearing report. If not arrested then brief can be submitted for warrant. PC JACK entered a GOR which was not required that evening. He transcribed the video statement which was not required (after leaving the detachment and attending Staples Business Depot and purchasing headphones - to listen to the statement) . PC JACK did not complete and submit a bail /warrant brief as he was directed to do by SGT FLINDALL . He requested CST BROCKLEY complete his brief synopsis for him. This reflects his poor time management skills, working on items he wasn't told to do an weren't required at the time</p> <p>On the 17th July 2009 PC JACK was following up on an investigation that he wasn't asked to assist with, while he had his own investigations that required follow-up. PC JACK's notebook for this date refers to his follow-up relating to SP09152940. His task list at the time had a 2 frauds, a theft call, and a neighbour dispute that S/SGT CAMPBELL was requesting he follow-up on.</p>	<p>Does Not Meet Requirements</p>
<p><b>FLEXIBILITY</b></p> <p>Adapts to a variety of changing situations, individuals and groups.</p> <p>Specific example:  PC JACK has made himself available on numerous occasions to assist other officers in the Detachment by working their shifts. He has also worked many overtime details without complaint.</p>	<p>Meets Requirements</p>

<p><b>INTERPERSONAL ATTRIBUTES</b></p>	<p><b>RATING</b></p>
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**INTEGRITY**

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

## Specific example:

PC JACK has never been seen to show bias towards victims or accused and has always demonstrated an ethos in keeping with the Promise of the OPP, Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.

Meets Requirements

**RESPECTFUL RELATIONS**

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

## Specific example:

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

SP09178964 - B&E - Youngs Point - PC JACK and his shiftmates were called to a B& E in progress at an old school in Youngs Point. PC JACK was given direction from his supervisor SGT FLINDALL and PC D'AMICO regarding applicable charges in the case. A couple of days later he spoke to another officer at detachment about the case omitting pertinent details and asking how he could get the charges changed because he felt they were the wrong charges. He did not trust that his supervisor or senior member on shift were directing him properly when in fact they were. PC JACK again spoke with SGT FLINDALL who in turn reiterated what the appropriate charges were. Disregarding this information again, PC JACK again went to another officer, omitting pertinent details. In both cases, both officers came to learn all of the details and vocalized their concern with PC JACK at how he was using them in an attempt to get the charges changed.

Does Not Meet Requirements

**SELF-CONFIDENCE**

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

## Specific example:

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

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

Does Not Meet Requirements

**TEAM WORK**

Works effectively with others towards a common purpose while putting the group's

Does Not Meet Requirements

<p>goals ahead of personal achievement.</p> <p><b>Specific example:</b> As a member of "A" platoon PC JACK had little to no co-operation or teamwork skills with the other members of "A" platoon. In relation to fellow officers, it has been noted that when PC JACK has an unfavorable conversation with a fellow officer, receives discipline or criticism, PC JACK will no longer talk to that officer. In some circumstances, this non-communication has lasted for some time.</p> <p>Also, as outlined in Radio Communications above, PC JACK had occasion to work a Paid Duty shift. During his shift, the Smith Falls PCC continued to make contact with him without success. A senior officer who was working at the time attempted make contact over the radio and via PC JACK's cell phone, also without success. When PC JACK returned to the Detachment, the senior officer who attempted to assist the PCC, spoke with him about not answering his radio and advised him to contact the PCC. PC JACK became irate with the officer and advised him that he would call the PCC when he felt like it.</p>	
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PERSONAL IMPACT	RATING
<p><b>SELF-AWARENESS</b></p> <p>Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions.</p> <p><b>Specific example:</b> In relation to fellow officers, it has been noted that when PC JACK has an unfavorable conversation with a fellow officer, receives discipline or criticism, PC JACK will no longer talk to that officer. In some circumstances, this non-communication has last for some time.</p>	<p>Does Not Meet Requirements</p>
<p><b>DEPARTMENT</b></p> <p>Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism.</p> <p><b>Specific example:</b> PC JACK remains professional when dealing with the public.</p> <p>PC JACK however has issue when dealing with fellow officers. As outlined in Radio Communications above, PC JACK had occasion to work a Paid Duty shift. During his shift, the Smith Falls PCC continued to make contact with him without success. A senior officer who was working at the time attempted make contact over the radio and via PC JACK's cell phone, also without success. When PC JACK returned to the Detachment, the senior officer who attempted to assist the PCC, spoke with him about not answering his radio and advised him to contact the PCC. PC JACK became irate with the officer and advised him that he would call the PCC when he felt like it.</p>	<p>Does Not Meet Requirements</p>
<p><b>APPEARANCE</b></p> <p>Projects a positive and professional image; maintains uniform and equipment.</p> <p><b>Specific example:</b> PC JACK arrives for work early and his uniform is neat and clean. PC JACK maintains his force equipment in proper condition and order.</p>	<p>Meets Requirements</p>

**COMMENTS AND SIGNATURES**

**Evaluation Meeting**

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

Employee's Comments:

Employee's Signature:

Date:

Coach Officer Comments:

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

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

Date: 11 Sep 09

Accountable Supervisor's Comments (Mandatory):

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

Accountable Supervisor:

Accountable Supervisor's Signature:

Date: 11 Sep 09

**Detachment Commander**

Comments (Mandatory):

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

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

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

Detachment Commander:	Detachment Commander's Signature:	Date: 11Sep09
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**Instructions:**

At the conclusion of each evaluation period:

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

**Regional Commander (or designate)**

Comments (Mandatory)

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

At the conclusion of the evaluation period:

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

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





Campbell, Ron (JUS)

September-08-09 12:01 PM

McNeely, Dave (JUS)

Jack, Michael (JUS); Postma, Jason (JUS); Nie, Richard (JUS); Butorac, Peter (JUS); Lee, Dave E. (JUS); Kohen, Colleen (JUS)

RE: Driving Assessment.....Thursday 10 Sept 2009 - Kingston

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

you will need to ammend the schedule. Ron

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

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

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

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

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

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

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

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

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

**From:** McNeely, Dave (JUS)  
**Sent:** Wednesday, September 02, 2009 3:58 PM  
**To:** Campbell, Ron (JUS)

**Cc:** Lungstrass, Chris (JUS)  
**Subject:** RE: Driving Assessment.....Thursday 10 Sept 2009 - Kingston

Ron

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

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

Any questions just call - 503-4561

Dave

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

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

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

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

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

Personal accountability - PC JACK has difficulty accepting responsibility for his actions where these actions have either been deemed inappropriate or deficient. In this above noted incident, PC JACK has not taken responsibility for not following the directions of his Sergeant.

Coach Officer's Comments:

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

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

Take responsibility for his own actions, learn from his mistakes and apply this to his future investigations so that these deficiencies don't happen again.

**Comments mandatory at all levels**

Accountable Supervisor's Comments:

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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

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

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

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate) Comments:

Regional Commander's (or designate)  
Signature:

Date:



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

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

Coach Officer's Comments:

An easily corrected issue

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

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

PC JACK has already been made aware of the importance of reading rights to counsel, caution and applicable demands and this was rectified the next time he investigated an impaired driver. As for the issue around the break and enter PC JACK needs to familiarize himself with which elements actually constitute an offence and when officers who have experience are present with him and advise him that certain charges should be laid he should take that advice. If he doesn't believe that the offence has been completed he should research the offence rather than shop for answers from other officers.

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

**Comments mandatory at all levels**

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

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

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

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate) Comments:

Regional Commander's (or designate)  
Signature:

Date:

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

Coach Officer's Comments:

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

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

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

#### Comments mandatory at all levels

Accountable Supervisor's Comments:

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

Regional Commander's (or designate)  
Signature:

Date:

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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

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

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

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

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

Follow-up Indicated in previous evaluations PC JACK had shown good followup skills and kept a running list. It was identified in this evaluation that although the call for service was months old PC JACK did not have adequate information in regards to the witnesses that should have been identified of the hop and he had not taken statements that should have been identified as required and completed as soon as possible.

Coach Officer's Comments:

Coach Officer's  
Signature:

Date:

Probationary Constable's Comments:

Probationary Constable's  
Signature:

Date:

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

Identify who is a key witness to form grounds for an offence, obtain the appropriate names and contact information and obtain a detailed statement of those persons account of what happened as soon as possible.

#### Comments mandatory at all levels

Accountable Supervisor's Comments:

## PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

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:

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

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

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



**PROBATIONARY CONSTABLE  
WORK IMPROVEMENT PLAN**

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