6.10: PROFESSIONALISM IN THE OPP

6.10.1: INTRODUCTION

The conduct of an employee, both on and off duty, is scrutinized and applied to the OPP as a whole. The more professional the conduct, the higher the public's confidence and co-operation. Similarly, this generates greater personal pride in the employee and the OPP.

Positive Relationship

Positive relationships are essential to our business. Such relationships depend on mutual respect and understanding, appropriate attitudes and behaviours.

This policy outlines employee's and manager's responsibilities as they pertain to our conduct, our relationships with one another and the public, and the means by which we shall resolve complaints.

6.10.2: CONTEXT

Legal Context

An employee upholds public trust and provides the highest level of quality service consistent with their oath of allegiance and oath of secrecy as stated in the Public Service of Ontario Act (PSOA) and the Police Services Act (PSA), as applicable. The highest standard of professionalism in policing enhances our opportunity to maintain a positive workplace, protect human rights, prevent discrimination and harassment.

The right of every person to equal rights and opportunities, as a beneficiary of policing services and as an employee, is enshrined in federal and provincial law. The PSA directs police to safeguard rights guaranteed by both the Canadian Charter of Rights and Freedoms (Charter) and the Ontario Human Rights Code (Code).

More specifically, the Charter declares:

"Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law...".

The Code affirms:

"... it is public policy in Ontario to recognize the dignity and worth of every person and to provide equal rights and opportunities without discrimination".

Regulations made under the PSA define a code of conduct for every police officer.

Policy Context

Professionalism in policing is also supported by Ontario Public Service (OPS) policies which apply to every OPP employee and with which every OPP employee shall be familiar. These policies aim to:

- avoid situations where an employee's private interests may be incompatible or in conflict with their public service responsibilities (Conflict of Interest and Post-Service Directive);
- prevent workplace discrimination and harassment (Workplace Discrimination and Harassment Prevention (WDHP) Policy);

- make human resource decisions based on merit (Equal Opportunity Operating Policy);
- identify, eliminate and prevent every employment barrier (Equal Opportunity Operating Policy); and
- provide employment accommodation for people with disabilities (Employment Accommodation for People with Disabilities Operating Policy).

6.10.3: ACCOUNTABILITY

Employee

Each employee should regard the discharge of duties as a public trust and recognize their responsibilities as a public servant (refer to the OPS Accountability Directive for more information). In carrying out duties, an employee is accountable for:

Professional Ethics

- promoting a positive professional image;
- serving with honesty and integrity, in a manner that places public interest above personal interests;
- behaving above reproach both on and off duty and not bringing discredit upon the reputation of the OPP;
- maintaining their composure in a trying situation, and refraining from using profane, abusive or insulting language;
- respecting the dignity of the OPP and its uniform;
- treating the public and employees in an impartial manner, in administering a program and service and responding to a problem;
- refraining from discrimination and harassment, including an offensive remark or any other action, both in the workplace and during service delivery;
- refraining from illegal profiling;
- demonstrating courage in confronting others when behaviour, policies or practices are inconsistent with human rights laws and the OPP's espoused ethics, values and policies;

FIPPA

- providing full disclosure of publicly accessible information while respecting statutory, e.g. Freedom of Information and Protection of Privacy Act (FIPPA), regulatory or administrative rules governing confidentiality and the protection of privacy;

Conflict Of Interest

- promptly bringing to the attention of their manager/supervisor any real, perceived or potential conflict of interest as described in the Code of Conduct in the OPP.

Manager/ Supervisor

A manager/supervisor is accountable for promoting the highest standards of conduct possible within the OPP by:

Positive Workplace

- being a leader who creates and maintains a positive working environment free of discrimination and harassment and prevents unacceptable behaviour from occurring;
- ensuring each employee knows that discrimination and harassment are not tolerated;

- ensuring each employee knows that illegal profiling is not tolerated;
- creating a forum for staff to discuss ethical issues and dilemmas, encouraging people to bring issues forward and acting on those issues;
- helping each employee recognize and speak out appropriately against inappropriate behaviour;
- proactively monitoring the workplace to identify and address any potential issue;
- acting quickly, appropriately and objectively to resolve conflict and stop unacceptable behaviour as soon as possible upon becoming aware of it, i.e. not waiting to receive a complaint, so unacceptable behaviour will not escalate or be perceived to be condoned;
- restoring or improving a positive workplace relationship when an allegation, policy violation and/or their investigation have disrupted these relationships;

Performance Management

- treating people fairly, with dignity and respect, and ensuring all workplace practices allow each employee an equal opportunity to participate;
- clarifying expectations regarding performance and behaviour in the workplace and holding each employee accountable for both;
- developing the knowledge and skills of every employee;
- providing ongoing, honest and constructive performance feedback;
- recognizing noteworthy performance;

Conflict Of Interest

- taking the appropriate action on a real, perceived or potential conflict of interest as described in the Code of Conduct for the OPP;

More Information

- contacting the WDHP Information and Referral Service; and
- referring to Workplace Discrimination and Harassment Prevention in the OPS: A Manager's Guide and to the OPP Focus on Professionalism web site for more information.

6.10.4: PREVENTING DISCRIMINATION & HARASSMENT

Provider of Policing Service

As a provider of a policing service to the public, the OPP strives to:

- provide the best possible service in a fair and equitable manner to every community and individual within its jurisdiction; and
- maintain a respectful and co-operative relationship with all communities, valuing their diversity, and thereby fostering the kind of community support that is essential to effective policing.

Employer

As an employer, the OPP strives to:

- implement fair and equitable employment practices for everyone's benefit;

- support a positive and respectful workplace that is free from discrimination and harassment;
- undertake a range of preventative measures, especially communicating with every employee about this policy and the general effect of discrimination and harassment; and
- prevent, identify and correct actions of one employee towards another that, left unchecked, would result in employment-related discrimination and harassment.

Note: for definitions and prohibited conduct and grounds of employment-related discrimination and harassment, refer to Workplace Discrimination and Harassment Prevention (WDHP) Policy or Workplace Discrimination and Harassment Prevention in the OPS: A Manager's Guide.

Commitment As both a provider of a policing service and as an employer, the OPP is committed to:

- zero tolerance of discrimination and harassment, i.e. appropriate action will be taken to address any incidence of discrimination or harassment;
- appropriate proactive, prevention-oriented and cost-effective service;
- alternate dispute resolution process; and
- resolution of discrimination and harassment, as soon as possible, and in a way that least disrupts ongoing working relationships.

6.10.5: COMPLAINT PROCESS

The Commander, Professional Standards Bureau (PSB) shall be responsible for the administration and monitoring of the complaint process. The process is now a single system incorporating both public complaint and internal complaint investigations. The change results from the 1997 amendments to the PSA, eliminating a separate public complaints system.

The Investigation Section of PSB is responsible for conducting and overseeing complaint investigations to ensure fairness and consistency of treatment to the public, our employees and the OPP. In addition, the Section conducts or oversees investigations into complaints of "workplace harassment" and violations of the Ontario Human Rights Code.

The Commander, PSB, shall conduct a yearly analytical review of all complaints to identify areas of concern to the Commissioner.

Internal Complaint

Application This policy concerning an internal complaint applies to all employment-related complaints, including a WDHP complaint and a complaint involving an auxiliary member or volunteer. All employees are encouraged to determine the nature of the concern and to answer any questions or resolve the concern if appropriate.

Former Employee This policy also applies to a complainant who is a former employee, auxiliary member or volunteer, generally within six months of separation from the OPP.

Resolution Process

Time Frame

A complaint should be raised immediately but not later than six months of an alleged offence. Any situation older than six months that comes to a supervisor's attention may be addressed if there is a strong reason for the complainant not acting sooner and if an appropriate resolution is feasible given the passage of time.

Multiple Redress

Resolution processes under this policy do not preclude, where applicable, a complainant making use of other collectively bargained (grievance) and statutory rights, e.g. anyone may file a complaint under the Ontario Human Rights Code and, where the respondent is a police officer, under the PSA.

Goals

The goals of the resolution process are to:

- determine the problem, complaint, or issue;
- meet the interests of the parties to the complaint and the organization, in the most effective and least adversarial way possible and in a way that least disrupts ongoing relationships;
- stop the conflict or inappropriate behaviour and/or correct the problem;
- restore or improve positive workplace relationships, as soon as possible; and
- prevent recurrences of the conflict or inappropriate conduct.

Process Characteristics

The resolution process shall be:

- fair;
- responsive;
- timely;
- confidential;
- professional;
- impartial;
- consistently applied; and
- shall aim to preserve the dignity, self-respect and rights of all parties.

Options

The four resolution options are:

- direct management action;
- alternative dispute resolution (ADR);
- investigation; and
- police referral.

Responsibilities

Employee An employee shall:

- know and discharge their rights and responsibilities under this policy, legislation and OPS policies and directives including, but not limited to, the following:
  - Ontario Human Rights Code;
  - PSA and regulations;
  - Accountability Directive;
  - Equal Opportunity Operating Policy;
  - (Workplace Discrimination and Harassment Prevention (WDHP) Policy);
  - Employment Accommodation for People with Disabilities Operating Policy;
  - Conflict of Interest and Post-Service Directive; and

In addition to the above, an employee, auxiliary member or volunteer is encouraged to:

- let the alleged offender know about the unwelcome conduct or action and its impact;
- quickly notify the first level of management not involved in the complaint, i.e. free of bias and conflict of interest, about allegations; and
- make use of resources which provide neutral and confidential information about this policy and resolution options, e.g. the WDHP Information and Referral Services.

Manager/Supervisor A manager/supervisor shall:

- ensure that the workplace is free from discrimination and harassment, including clarifying the types of workplace behaviour expected under this policy;
- ensure that everyone under their command:
  - knows and discharges their rights and responsibilities under this policy, legislation and OPS policies and directives; and
  - knows about resources which provide neutral and confidential information about this policy and resolution options;
- upon becoming aware of a potential inappropriate workplace behaviour, engage in preliminary fact-finding and assessment about the nature of the issue in order to determine next steps;
- declare a potential conflict of interest where the manager is, or may be perceived to be, either condoning or directly involved with an allegation (in such a case, another manager must take over responsibilities associated with a resolution);

- determine which resolution option is best suited to effectively resolve the complaint/issue by considering the needs, interests and goals of the parties and the nature, severity and complexity of the issue;
- initiate the appropriate resolution option, in consultation with the appropriate resources as needed;
- advise everyone under their command not to threaten or retaliate against any complainant, respondent or witness to a complaint; and
- for a WDHP complaint resolved at any stage:
  - complete the WDHP Incident/Complaint Tracking Form; and
  - forward the form in a confidential envelope to the Commander, Career Development Bureau (CDB) who shall forward quarterly reports to the Ministry of Public Safety and Security, Human Resources Branch, Attention: Policy/Program Advisor, WDHP.

Employer

The OPP will make available resources that can provide neutral and confidential information about this policy and resolution options, e.g. the WDHP Information and Referral Service.

Employees Lodging Complaints

Where any OPP employee wishes to lodge a complaint concerning the conduct of another OPP employee they shall submit a memorandum outlining the specifics of the complaint through their immediate supervisor. Upon receipt, the supervisor shall consult with the detachment commander and the detachment commander shall forward the complaint to the Commander, PSB as an internal complaint.

If circumstances are such that this process is not appropriate for the employee, particularly in cases where the respondent of the complaint is the complainant's immediate supervisor or detachment commander, the complaint may be forwarded directly to the respective sergeant major.

Professional Standards Bureau Notification

A manager/supervisor shall immediately notify the Professional Standards Bureau (PSB) sergeant major where an allegation:

- involves comments or conduct that may constitute a criminal act; or
- could lead to discipline if substantiated.

Manager/Supervisor

A manager/supervisor shall ensure that:

- a criminal allegation is dealt with in the normal manner;
- duty reports are not requested until PSB has been contacted;
- witness(es) are not interviewed, except as necessary regarding short-lived evidence, or after discussion with PSB;
- every reasonable step is taken to secure and preserve evidence that might otherwise be lost;
- every reasonable step is taken to gather background information and evidence that the complainant can provide, for example, copies of photographs and witness statements;

- any OPP record that relates to the event is collected including: copies of notebook entries, occurrence reports, traffic reports, PCC tapes, in-car video tapes, and any other relevant information;
- the complainant and respondent are advised that PSB is being consulted; and
- once PSB has been notified, the complaint investigation will not be continued without the approval of PSB.

Direct Management Action

A manager/supervisor shall:

- address issues personally and directly by:
  - calling attention to the event, indicating it is unacceptable behaviour;
  - taking action to ensure unacceptable behaviour is modified;
  - following-up to ensure unacceptable behaviour is not repeated; and
  - informing and educating employees about unacceptable behaviour;
- if at all unclear about how to proceed, consult resources that can provide neutral and confidential information about this policy and resolution options, in order to avoid prejudging a situation or inadvertently making things worse;
- ensure that all employees know the ways in which workplace complaints can be resolved and of their right to be accompanied by another person when attending a discussion related to this policy (any costs incurred in exercising this right will be at the employee's own expense);
- practice progressive discipline, as required; and
- document the incident, including the resolution action taken.

Time frame

Unless the situation warrants immediate referral for formal alternate dispute resolution or investigation, a manager/supervisor shall attempt to resolve complaints within ***four*** weeks of becoming aware of an issue. While every effort must be made to comply with this time frame, failure to do so does not void the process.

Alternative Dispute Resolution

When applying the alternative dispute resolution option, a manager/supervisor shall:

- encourage and support parties to resolve issues and conflict co-operatively, voluntarily and on their own, if possible, but shall still follow up and reinforce positive resolutions/behaviour; or
- mediate a resolution with the parties, where the issue is not of a complex or serious nature.

Manager, Alternative Dispute Resolution, HRB

A manager/supervisor considering mediation may consult with the Manager, Alternative Dispute Resolution–HRB or refer to Workplace Discrimination and Harassment Prevention in the OPS: A Manager's Guide.

Time Frame Mediation shall be completed within three weeks of a manager/supervisor assigning a complaint to a provider of alternate dispute resolution services, unless extenuating circumstances exist, such as one person being ill. While every effort must be made to comply with this time frame, failure to do so does not void the process.

Investigation

Consult A manager/supervisor shall consult with PSB to determine if an investigation is required where:

- one or both parties are unwilling to participate in ADR;
- management needs to determine the facts of an allegation;
- there is a significant power imbalance between respondent and complainant;
- an attempt to resolve the complaint/issue through the ADR process has been unsuccessful; or
- the allegation is serious enough that, if proven, could result in management taking disciplinary/corrective action.

Cooperation A manager/supervisor shall cooperate with the PSB investigator by sharing information, discussing issues and providing their opinion on issues that arise during the investigation.

Confidentiality A manager/supervisor shall ensure the confidentiality of information.

ADR Where an investigation is initially chosen as the option for resolving conflict, PSB and the manager/supervisor may refer the complaint/issue for ADR, where appropriate.

Time Frame An investigation shall be:

- assigned to an investigator no later than two weeks after deciding that a complaint/issue will be investigated; and
- completed and a final report submitted within 12 weeks of assigning an issue or complaint to an investigator, unless there are extenuating circumstances.

Notification Parties to an investigation and their managers/supervisors shall be notified of the outcome of an investigation within six weeks of an investigation report being finalized and, where the allegation has been upheld, the notification should indicate that discipline has been imposed and/or other appropriate action has been taken.

While every effort must be made to comply with these time frames, failure to do so does not void the process.

Police Referral A manager/supervisor shall refer a complaint to the police agency with jurisdiction where a comment or conduct may constitute a criminal act. One or more of the other resolution options may be used concurrently with a police referral.

Documentation

There must be no reference to an issue or complaint under this policy in an employee's personnel file 291-00 file, unless disciplinary action was taken against the employee. All other related documentation shall be securely maintained separately from an employee's personnel file, in the employee's personnel evaluation file—233 10 file, or AP 66 file for an auxiliary member, with access restricted to those persons who need the record to perform necessary and appropriate functions. Documentation maintained in the 233 10 or AP 66 file shall be retained and disposed of in accordance with the Records Maintenance Manual.

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0.1: INTRODUCTION TO POLICE ORDERS

0.1.1: COMMISSIONER'S MESSAGE

Ethics (Behaviours) Underlying The Promise

Accountability (Professional Excellence)

I will:

- as a supervisor, make "people management" my top priority; address performance expectations clearly, consistently, directly, constructively and in a timely fashion; provide specific feedback to staff on what they did to achieve, exceed or fall short of expectations.

Continuous Learning (Professional And Personal Development)

I will:

- share with others the benefit of my experience, knowledge and skills; seek feedback on my performance;

0.1: INTRODUCTION TO POLICE ORDERS

0.1.2: THE PROMISE OF THE OPP (VALUES AND ETHICS)

As an organization, the OPP commits to working continually to earn the confidence of the citizens of and visitors to Ontario—a confidence that will not be taken for granted. The OPP fulfils this commitment by providing the best and most professional service possible, and by striving to build a culture of trust, and open and honest dialogue, with the communities it serves and among the people it employs. The organization commits to creating and sustaining a positive working environment in which every employee has equal opportunity to fulfil his/her potential within the profession.

Each OPP employee and volunteer appreciates the vital role he/she plays in protecting the fundamental rights of all people in Ontario. As such, each commits to always putting the interests of the public and the OPP's Vision and Mission before any personal and private interest, and to demonstrate pride in his/her profession and the OPP through personal conduct that reflects a belief in the following OPP values and ethics:

- professionalism;
- accountability;
- diversity;
- respect; and
- excellence.

Ethics (Behaviours) Underlying The Promise

Professionalism Each employee shall:

- project a positive, professional image: attitude, appearance and demeanour;
- build effective teams;
- seek out the experience, knowledge and skills of others in the community;
- take a stand on values/principles, even when it is difficult to do so;
- ensure there is consistency between what is said and done;
- be honest, courteous, trustworthy and keep his/her word; dedicated, diligent and disciplined in all dealings;
- make good use of constructive criticism;
- do his/her very best to make a positive difference each day;
- seek to understand and provide service consistent with the needs, expectations and priorities of his/her customers, staff, and team;
- exercise humility and self-control/discipline;

- demonstrate strong inter-personal and communication skills; and
- be clear that to accept free *perks* or ***professional courtesies*** may lead to a sense of entitlement or indebtedness that could potentially compromise the public's trust in the ability of the police officer to remain objective and impartial in the exercise of his/her duties;

Accountability Each employee shall:

- be accountable for his/her own actions and those of his/her staff;
- take care of him/herself, e.g. recognize when he/she needs help (professionally and personally) and be willing to seek help; maintain a work-life balance;
- advance corporate direction and policies;
- take personal responsibility for his/her career and personal development and seek out learning opportunities;
- debrief to learn from both success and failure; learn by reflecting on personal contributions to either; look for the positive in learning, especially from failure and disappointment; apply learning to future actions;
- encourage discussion of ethical dilemmas, i.e. ***doing the right thing, not just doing things right***;
- assume his/her rightful share of the work and pitch in to help others;
- admit when he/she does not have an answer; seek out appropriate information/people;
- know when to take initiative and be an independent thinker, and when to take direction;
- take personal responsibility and initiative, e.g. follow up on all inquiries (complaints, requests), provide progress reports/helpful information, inquire if there is anything else he/she can do to be helpful, ***go the extra mile***; explain, as appropriate, why certain processes/actions are necessary; and
- as a supervisor, make ***people management*** his/her top priority; address performance expectations clearly, consistently, directly, constructively and in a timely fashion; provide specific feedback to staff on what they did to achieve, exceed or fall short of expectations.

Diversity Each employee shall:

- seek to understand different perspectives, cultures, lifestyles, creeds and apply that understanding to effect quality policing;
- identify candidates for recruitment to enhance the diversity of the OPP workforce reflective of the communities we serve;
- protect the rights of all people in an equitable and consistent manner;
- maintain an open mind; be impartial and non-judgmental; be aware of and manage his/her personal biases or attitudes, e.g. stereotypes;

- treat others as they would want to be treated: victims and accused (their families and communities), colleagues and staff, regardless of gender, race, ethnicity, ability, age, etc.; enable others to maintain his/her dignity even in the face of adversity;
- adjust the way he/she works (behave and communicate) by appropriately accommodating others' basic human rights; and
- respect the individual dignity and strengths of all people.

Respect Each employee shall:

- have the courage to confront those who violate democratic, human and civil rights of others;
- understand consequences for others of when/how he/she expresses personal feelings and opinions; try to understand the underlying feelings of others; try to anticipate others' reactions to his/her behaviour or comments, e.g. jokes;
- appreciate the state of mind of people ***in crisis*** or with a problem they consider very serious; help to calm and diffuse emotions in a crisis; help vulnerable people to feel safe and secure;
- put him/herself in the shoes of others; understand things from the perspective of customers and colleagues;
- be thoughtful about both what he/she says and ***how*** he/she communicates, i.e. be sensitive to inadvertent or subtle messages, terms or labels; avoid potentially hurtful rumours and gossip; maintain confidentiality;
- build respectful relationships by being approachable, friendly, cheerful, welcoming, sincere, enthusiastic;
- be accessible; maintain an ***open door policy***; make time to know his/her staff, colleagues and communities; ensure regular face-to-face contact; collaborate and co-operate;
- strengthen respectful relationships with:
  - colleagues, especially those who may feel vulnerable or at a disadvantage because of his/her employment status, e.g. new recruit, volunteer, civilian, contract employee or because of his/her background, e.g. race, gender, ethnicity;
  - First Nations communities and First Nations policing partners;
  - police services boards;
  - policing advisory committees and community partners;
  - justice sector partners; and
  - federal and municipal police services; and
- recognize the positive contributions of others; thank people; demonstrate his/her trust in others by acknowledging his/her strengths, skills and expertise.

Excellence Each employee shall:

- support the OPP Auxiliary and community volunteers;
- lead by example; always try to be a good role model;
- share with others the benefit of his/her experience, knowledge and skills; seek feedback on his/her performance;
- work to understand underlying causes of social disorder and crime in order to be more effective on the job;
- learn from and forgive honest errors;
- be patient and as flexible as possible;
- stay current with changes in his/her field and more broadly the profession and organization;
- involve people from the community and concerned agencies in a partnership to prevent, identify and resolve issues of crime, traffic and social order;
- be familiar with and make appropriate referral to community resources and agencies; and
- look beyond the status quo to improve his/her skills and knowledge; always seek to improve what and how he/she can contribute, e.g. creative solutions, better approaches, new technologies/tools.

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6.16: OPP VEHICLES

6.16.13: CONDUCT COMMITTEE

Introduction The OPP must ensure accountability and consistency in the management of a collision/damage occurrence involving an OPP vehicle. To attain this goal the OPP will implement a thorough, objective review of each occurrence of collision/damage and initiate corrective action, where appropriate.

Role A Conduct Committee shall be established for each bureau/region and review each collision/damage occurrence that is classified a preventable collision and ensure the:

- investigation of the occurrence is complete and thorough;
- conclusions drawn by the investigating member are reasonable, supported by the evidence and any extenuating circumstances;
- appropriate action is taken with respect to the laying of a charge pursuant to a Federal or Provincial statute where it would be OPP responsibility to do so; (see note)
- decision regarding the corrective action for the employee involved is consistent with the Guideline for Performance Management in Preventable Collision/Damage; and
- need for training is considered.

Note: In situations where the Conduct Committee is reviewing an occurrence that was investigated outside of the area of responsibility of the Conduct Committee, the responsibility for taking the appropriate action with respect to the laying of a charge in relation to a Federal or Provincial statute rests with the police service of jurisdiction.

Need for Training In assessing the need for training the Conduct Committee shall consider the:

- circumstances of the occurrence;
- employee's collision/damage occurrence history; and
- any other relevant circumstances.

Resources The Provincial Fleet Safety Officer, Fleet Services and the Director, Provincial Police Academy (PPA) are available resources to assist the Committee in assessing the need for training.

Documentation All relevant documentation related to a collision/damage occurrence shall be reviewed by the Conduct Committee, including:

- Form TP022—Vehicle Damage Report.
- Form LE042—Motor Vehicle Collision Report/non-OPP Non-Reportable Collision Report;
- the investigative report; and
- vehicle operator/witness statements.

Structure

Bureau A bureau Conduct Committee shall be comprised of:

- a commissioned officer or equivalent;
- a section/unit manager of staff sergeant rank or higher;
- the respective sergeant major; and
- any additional member(s) appointed at the discretion of the bureau commander.

Region A region Conduct Committee shall be comprised of:

- at least two members of region command staff, one of which shall be a commissioned officer;
- the respective sergeant major; and
- any additional member(s) appointed at the discretion of the regional commander.

Decision The decision of the Conduct Committee shall be recorded in area *D* of Form TP022—Vehicle Damage Report. The original Form TP022 and supporting documentation shall be forwarded to the Collision Claims Unit.

Member of Conduct Committee When the vehicle operator involved in a preventable collision/damage occurrence is a member of the Conduct Committee:

- a member of equal or higher rank may be assigned to sit in their place on the Conduct Committee; or
- the matter may be transferred to the GHQ Discipline Committee via the Commander, Professional Standards Bureau (PSB).

Provincial Commander When the vehicle operator involved in a preventable collision/damage occurrence is a bureau/regional commander, the respective Provincial Commander shall be notified. In such a case:

- a member of equal or higher rank may be assigned to sit in their place on the Conduct Committee; or
- the matter may be transferred to the GHQ Discipline Committee via the Commander, PSB.

6.16.14: PERFORMANCE MANAGEMENT IN PREVENTABLE COLLISION/DAMAGE

Introduction The purpose of performance management in relation to a preventable collision/damage occurrence is to promote safety and to ensure accountability. This is accomplished through an objective review of each occurrence and the initiation of appropriate corrective action. Corrective action, to have its greatest effect, should take place as soon as possible after the occurrence.

Criteria Corrective action shall be applied to each occurrence of preventable collision/damage.

Corrective Action—Member

First Incident

After the first incident of collision/damage a Form 233-10—General Information shall be placed in the member's personnel file. The Form 233-10—General Information shall document the occurrence and discussion held between the member and the bureau/region/detachment command staff.

Second Incident

After the second incident of collision/damage, if within two years plus current from the date of the first incident a member shall receive:

- a written warning placed in the member's personnel file; or
- an informal discipline of 4-6 hours by a commissioned officer or equivalent.

Third Incident

After the third incident of collision/damage, if within two years plus current of the first incident a member shall receive:

- informal discipline of 6-12 hours by a commissioned officer or equivalent; or
- the occurrence will be forwarded to the PSB recommending Police Services Act (PSA) charge.

Extenuating Circumstances

Extenuating circumstances such as the type of driving behaviour demonstrated, may indicate the need to advance to the second or third collision/damage level of corrective action for the involved member as a response in the first instance.

Detachment Commander Discretion

In the event of a second or third incident, input from the member's detachment commander may provide mitigating circumstances to justify a first level collision/damage response.

Civilian Employee

Discipline matters regarding a civilian employee shall be administered in consultation with Career Development Bureau (CDB).

Charges

In any instance where there is evidence to support a charge pursuant to a Federal or Provincial statute the charge shall be laid when it is the OPP's responsibility to do so.

Consultation

Evidence to support a charge should include, where necessary, consultation with the Crown or Provincial Prosecutor as to the likelihood of a successful prosecution.

Federal Statute

When a charge pursuant to a Federal statute is laid an internal complaint shall be forwarded to PSB for investigation.

Provincial Statute

When a charge under a Provincial statute is laid the respective sergeant major shall be consulted to determine if an internal complaint should be forwarded to PSB.

Internal Complaint

Where an internal complaint has been initiated Police Orders, Chapter 6, Professionalism in the OPP shall be adhered to.

No Internal Complaint

If the decision is made to not initiate an internal complaint a notation shall be made on the Form TP022—Vehicle Damage Report or in an attachment, indicating the:

- date of the decision;
- person consulted from PSB; and
- rationale for the decision.

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0.1: INTRODUCTION TO POLICE ORDERS

0.1.2: THE PROMISE OF THE OPP (VALUES AND ETHICS)

The Promise

As an organization, the OPP commits to working continually to earn the confidence of the citizens of and visitors to Ontario—a confidence that will not be taken for granted. The OPP fulfils this commitment by providing the best and most professional service possible, and by striving to build a culture of trust, and open and honest dialogue, with the communities it serves and among the people it employs. The organization commits to creating and sustaining a positive working environment in which every employee has equal opportunity to fulfil their potential within the profession.

As an OPP employee and volunteer, I appreciate the vital role I play in protecting the fundamental rights of all people in Ontario. I therefore commit to always putting the interests of the public and the OPP's Vision and Mission before any personal and private interest. And I promise that I will always demonstrate pride in my profession and the OPP through personal conduct that reflects my belief in the value of:

- accountability;
- respectful relationships;
- fairness, courage and caring;
- continuous learning; and
- diversity.

Ethics (Behaviours) Underlying The Promise

Accountability (Professional Excellence)

I will:

- project a positive, professional image: attitude, appearance and demeanour;
- lead by example; always try to be a good role model;
- be accountable for my own actions and those of my staff;
- advance corporate direction and policies;
- assume my rightful share of the work and pitch in to help others;
- admit when I don't have an answer; seek out appropriate information/ people;
- know when to take initiative and be an independent thinker, and when to take direction;
- take a stand on values/principles, even when it's difficult to do so;
- ensure there is consistency between what I say and do;
- be honest, courteous, trustworthy and keep my word, dedicated, diligent and disciplined in all my dealings; make good use of constructive criticism;
- do the very best I can to make a positive difference each day;

- seek to understand and provide service consistent with the needs, expectations and priorities of my customers, staff, and team;
- take personal responsibility and initiative, e.g. follow up on all inquiries (complaints, requests), provide progress reports/helpful information, inquire if there is anything else I can do to be helpful, "go the extra mile"; explain, as appropriate, why certain processes/actions are necessary;
- be clear that to accept free "perks" or "professional courtesies" may lead to a sense of entitlement or indebtedness that could potentially compromise the public's trust in my ability to remain objective and impartial in the exercise of my duties;
- protect the rights of all people in an equal and consistent manner; and
- as a supervisor, make "people management" my top priority; address performance expectations clearly, consistently, directly, constructively and in a timely fashion; provide specific feedback to staff on what they did to achieve, exceed or fall short of expectations.

Respectful Relationships (Strong And Positive)

I will:

- be approachable, friendly, cheerful, welcoming, sincere, enthusiastic;
- demonstrate strong inter-personal and communication skills;
- be accessible; maintain an "open door policy"; make time to know my staff, colleagues and communities; ensure regular face-to-face contact; collaborate and co-operate;
- support the OPP Auxiliary and community volunteers;
- strengthen relationships with our:
  - First Nations communities and First Nations policing partners;
  - police services boards;
  - policing advisory committees and community partners;
  - justice sector partners; and
  - federal and municipal police services;
- involve people from the community and concerned agencies in a partnership to prevent, identify and resolve issues of crime, traffic and social order;
- be familiar with and make appropriate referral to community resources and agencies;
- recognize the positive contributions of others; thank people; demonstrate my trust in others by acknowledging their strengths, skills and expertise; and
- build effective teams.

Fairness, Courage And Caring (Empathy And Compassion)

I will:

- have the courage to confront those who violate democratic, human and civil rights of others;
- maintain an open mind; try to be impartial and non-judgmental; be aware of and manage my personal biases or attitudes, e.g. stereotypes;
- understand consequences for others of when/how I express my personal feelings and opinions; try to understand the underlying feelings of others; try to anticipate others' reactions to my behaviour or comments, e.g. jokes;
- appreciate the state of mind of people "in crisis" or with a problem they consider very serious; help to calm and diffuse emotions in a crisis; help vulnerable people to feel safe and secure;
- learn from and forgive honest errors;
- be patient and as flexible as possible;
- put myself in the shoes of others; understand things from the perspective of my customers and colleagues;
- treat all others with equality, as I would want my loved ones and myself to be treated: victims and accused (their families and communities), colleagues and staff, regardless of gender, race, ethnicity, ability, age, etc.; enable others to maintain their dignity even in the face of adversity;
- support colleagues, especially those who may feel vulnerable or at a disadvantage because of their employment status, e.g. new recruit, volunteer, civilian, contract employee or because of their background, e.g. race, gender, ethnicity;
- exercise humility and self-control/discipline; and
- be thoughtful about both what I say and "how" I communicate, i.e. be sensitive to inadvertent or subtle messages, terms or labels; avoid potentially hurtful rumours and gossip; maintain confidentiality.

Continuous Learning (Professional And Personal Development)

I will:

- take personal responsibility for my career and personal development; seek out learning opportunities;
- debrief to learn from both success and failure; learn by reflecting on my personal contributions to either; look for the positive in learning, especially from failure and disappointment; apply learning to future actions;
- encourage discussion of ethical dilemmas, i.e. "doing the right thing, not just doing things right";
- share with others the benefit of my experience, knowledge and skills; seek feedback on my performance;
- seek out the experience, knowledge and skills of others in the community;
- work to understand underlying causes of social disorder and crime in order to be more effective on the job;

- take care of myself, e.g. recognize when I need help (professionally and personally) and be willing to seek help; maintain a work-life balance;
- stay current with changes in my field and more broadly the profession and organization; and
- look beyond the status quo to improve my skills and knowledge; always seek to improve what and how I can contribute, e.g. creative solutions, better approaches, new technologies/tools.

Diversity (In Society & My Workplace)

I will:

- seek to understand different perspectives, cultures, lifestyles, creeds and apply that understanding to effect quality policing;
- identify candidates for recruitment to enhance the diversity of the OPP workforce reflective of the communities we serve;
- adjust the way I work (behave and communicate) by appropriately accommodating others' basic human rights; and
- respect the individual dignity and strengths of all people.

6.1: ORGANIZATION

6.1.10: ROLE

Sergeant-Major

The sergeant-major is responsible for the co-ordination and investigation of complaints against the conduct of employees. Sergeants major will assign and supervise investigators, monitor investigations, manage administrative and personnel processes for investigators, and assign and supervise Workplace Discrimination and Harassment Complaint investigations where a member is the respondent. They will also provide assistance and guidance to bureaus, regions and detachments regarding proactive strategies to reduce complaints.

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6.4: HUMAN RESOURCES

6.4.8: PROBATIONARY CONSTABLE

Probationary Period

Pursuant to the PSA, each new probationary constable is appointed to the probationary staff by Management Board Secretariat (MBS) for a period not to exceed one year.

Failure to Meet Requirements of Position

Where a probationary constable fails to meet the requirements of their position during the probationary period, they may be released from employment by their bureau/regional commander for failure to demonstrate the required competence.

Posting

A probationary constable shall be posted only to a detachment or RHQ unit commanded by a member of at least sergeant rank. The following table sets out ratio guidelines for probationary constables to provincial constables:

PROVINCIAL CONSTABLES	PROBATIONARY CONSTABLES	PROVINCIAL CONSTABLES	PROBATIONARY CONSTABLES
6–9	1	37–43	6
10–16	2	44–49	7
17–23	3	50–56	8
24–29	4	57–63	9
30–36	5	64–70	10

The Provincial Commander, Field Operations may vary the guidelines where circumstances require.

Assignment

Daylight

Upon completion of eight weeks service at a detachment, a probationary constable may, subject to meeting requirements on the Form PCS066P—Probationary Constable Performance Evaluation, be permitted to work alone on patrol during daylight hours provided the member's coach officer or another member on duty is readily available in the same patrol area.

Night Time

Upon completion of four months service at a detachment, a probationary constable may, subject to meeting requirements on the Form PCS066P—Probationary Constable Performance Evaluation (and cognizant of two member scheduling, in Police Orders, Chapter 2, Community Patrol) be permitted to work alone during hours of darkness provided the member's coach officer or another member on duty is readily available in the same patrol area.

Variance

The detachment commander, on the advice of the coach officer and accountable supervisor, may waive the above requirements, where previous police experience is involved. Such approval shall be considered only on an

individual basis. The regional commander shall be notified of this decision on a Form PCS066P—Probationary Constable Performance Evaluation.

Recruit Field Training Program—Detachment Responsibilities

The detachment commander is responsible for the success of the Recruit Field Training Program at the detachment. The accountable supervisor and coach officer have further responsibilities associated with the day-to-day coaching, development, and supervision of the probationary constable.

Supervisor

An immediate supervisor shall:

- be responsible for the supervision of the Recruit Field Training Program and monitoring the coach officer and probationary constable as they progress through the Recruit Field Training Manual;
- ensure that a probationary constable is offered every opportunity to participate actively with their coach officer in all phases of detachment work;
- confer with the respective coach officer when commenting on the probationary constable's Form PCS066P—Probationary Constable Performance Evaluation; and
- ensure the continuing compatibility between the probationary constable and their coach officer. In instances where it becomes clear that an irresolvable conflict exists, the supervisor shall recommend to the detachment commander that the probationary constable be re-assigned to another coach officer forthwith.

Detachment Commander

A detachment commander is responsible for the overall development of each probationary constable and shall:

- select a coach officer utilizing the coach officer competency model;
- assign each probationary constable to a coach officer;
- where advised by an accountable supervisor that an irresolvable conflict exists between the probationary constable and their coach officer, re-assign the probationary constable to another coach officer forthwith;
- ensure that duty schedules are arranged so the coach officer and probationary constable work corresponding shifts, where practical;
- ensure that the Form PCS066P—Probationary Constable Performance Evaluation is completed in accordance with the Probationary Constable Guidelines; and
- review, comment and forward Form PCS066P—Probationary Constable Performance Evaluation to the regional commander each month.

Supplemental Training

An employee in the detachment possessing specific skills/knowledge may be detailed to supplement the training given to a probationary constable, duty schedule permitting.

Review by Region

The regional commander, or designate, shall review/comment/distribute Form PCS066P—Probationary Constable Performance Evaluation. The original

copies shall be forwarded to GHQ to the attention of the Commander, CDB. Copies shall be retained at the detachment and region in a secure location.

Diversity Awareness

Once a probationary constable is posted to a detachment, the detachment commander, the accountable supervisor and coach officer shall ensure that the probationary constable is made aware of the diverse make-up of the community, including, but not limited to First Nations and other diverse groups within a detachment's boundaries. Arrangements shall be considered for the probationary constable to meet and work with as many diverse groups as practicable. This will enable the probationary constable to foster awareness, increase understanding and build relationships of mutual understanding and respect.

Duration

The duration of these assignments shall be for a reasonable period as determined by the detachment commander in consultation with the coach officer and must be completed before the probationary constable's ten-month evaluation.

Noted on PCS066

The coach officer shall indicate on Form PCS066P—Probationary Constable Performance Evaluation that this assignment has been completed.

Orientation to Provincial Communication Centre

Once a probationary constable is posted to a detachment, the detachment commander and coach officer shall ensure that the probationary constable attends an orientation day at their respective Provincial Communication Centre (PCC). This will enable the probationary constable to gain first-hand experience in understanding the operations of the PCC and enhance their awareness of the complexity of the operator role and responsibilities.

Duration

The duration of this assignment shall be one shift and shall be completed before the probationary constable is recommended for permanency.

Noted on PCS066

The coach officer shall indicate on Form PCS066P—Probationary Constable Performance Evaluation that this assignment has been completed.

Guidelines

Guidelines for completing Form PCS066P—Probationary Constable Performance Evaluation can be found on the Career Development Bureau Intranet Website.

Coach Officer

Selection

A regional/detachment commander shall, when recommending a member to perform the role of coach officer, consider whether that member:

- demonstrates the desire/willingness/ability to accept the responsibilities of a coach officer as listed in the Recruit Field Training Program and meets the required level for a coach officer in the competency model;
- possesses the desire/ability to transmit their knowledge to others;
- has an awareness of detachment objectives;
- understands OPP policy and relevant statute law;
- has a good reputation with other detachment members and within the community; and
- displays loyalty to the OPP and superior officers.

copies shall be forwarded to GHQ to the attention of the Commander, CDB. Copies shall be retained at the detachment and region in a secure location.

Diversity Awareness

Once a probationary constable is posted to a detachment, the detachment commander, the accountable supervisor and coach officer shall ensure that the probationary constable is made aware of the diverse make-up of the community, including, but not limited to First Nations and other diverse groups within a detachment's boundaries. Arrangements shall be considered for the probationary constable to meet and work with as many diverse groups as practicable. This will enable the probationary constable to foster awareness, increase understanding and build relationships of mutual understanding and respect.

Duration

The duration of these assignments shall be for a reasonable period as determined by the detachment commander in consultation with the coach officer and must be completed before the probationary constable's ten-month evaluation.

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Duration

The duration of this assignment shall be one shift and shall be completed before the probationary constable is recommended for permanency.

Noted on PCS066

The coach officer shall indicate on Form PCS066P—Probationary Constable Performance Evaluation that this assignment has been completed.

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Guidelines for completing Form PCS066P—Probationary Constable Performance Evaluation can be found on the Career Development Bureau Intranet Website.

Coach Officer

Selection

A regional/detachment commander shall, when recommending a member to perform the role of coach officer, consider whether that member:

- demonstrates the desire/willingness/ability to accept the responsibilities of a coach officer as listed in the Recruit Field Training Program and meets the required level for a coach officer in the competency model;
- possesses the desire/ability to transmit their knowledge to others;
- has an awareness of detachment objectives;
- understands OPP policy and relevant statute law;
- has a good reputation with other detachment members and within the community; and
- displays loyalty to the OPP and superior officers.

Responsibility

The coach officer shall be responsible for:

- developing a plan of training suited to the probationary constable's needs, and detachment priorities, in accordance with the Recruit Field Training Program;
- completing a monthly Performance Evaluation Report on Form PCS066P—Probationary Constable Performance Evaluation for submission to the probationary constable's immediate supervisor and detachment commander at the end of each month; and
- ensuring the probationary constable is familiar with the OPP Mission Statement contained in Police Orders.

Probationary Officer Suitability

To qualify for certification of suitability, a probationary constable shall meet the following conditions:

- completion of not less than one year of meeting requirements as determined by Form PCS066P—Probationary Constable Performance Evaluation; and
- completion of the Ontario Police College's Constable Training Program with an average mark of 75 per cent or higher in each subject and awarded a certificate.

Appointment—Regular Staff

The appointment of a member to regular staff becomes effective one year from the date of appointment to probationary staff. This is effected through an order-in-council which is issued upon the submission of a certificate of qualification, which in turn is contingent upon a certification of suitability issued by the Commissioner.

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2.51: SUPERVISION—MEMBER

2.51.1: PERFORMANCE MANAGEMENT PROGRAM

Probationary Constable Performance Evaluation

A coach officer shall complete all monthly performance reviews for a probationary constable assigned to them using information gathered during the evaluation month.

Evaluation Form

Form PCS066P—Probationary Constable Performance Evaluation is available on the OPP CDB intranet website.

Multiple Supervisors

Where a member was supervised by more than one supervisor/coach officer during the evaluation period, the current supervisor, commenting on Form PCS066P—Probationary Constable Performance Evaluation, shall confer with such other supervisors/coaching members to ensure maximum evaluation input.

Evaluation Report Months

Form PCS066P—Probationary Constable Performance Evaluation has a drop down box for ***report month***. This indicates the number of months since the recruit's date of appointment. The first evaluation report (following Ontario Police College (OPC) Basic Constable Training) will therefore be the ***fifth*** month, second evaluation the ***sixth*** month, etc. The dates for the evaluations should correspond with the OPP date of appointment for the recruit, e.g., if the date of appointment is August 30th, then the ***fifth*** month evaluation will be due January 30th, the ***sixth*** month will be due February 28th, etc.

Disclosure of Evaluation

The immediate supervisor shall meet with the probationary constable to review each evaluation prior to submission to the detachment commander. At the discretion of the supervisor, the coach officer shall also be present at the meeting.

Recommending Permanent Status

All sub-categories in Form PCS066P—Probationary Constable Performance Evaluation, when recommending permanent status (usually the tenth month), shall have a specific example of work performance. It is important that there be sufficient documentation supporting the recommendation for permanency.

Examples for the Form PCS066P may be taken from any of the previous monthly evaluations.

Minimum Achievement

Probationary constables shall achieve ***Meets Requirements*** in all sub-categories of the Form PCS066P—Probationary Constable Performance Evaluation, in order to be recommended for permanent status.

Review of Evaluation by Regional Commander

The completed Form PCS066P—Probationary Constable Performance Evaluation shall be forwarded to the regional commander, where it shall be reviewed and appropriate comments added.

Member's Comments

Where the contents of the evaluation causes concern, the member who is the subject of the review may outline such concern by commenting on Form PCS066P—Probationary Constable Performance Evaluation.

Filing

A completed Form PCS066P—Probationary Constable Performance Evaluation shall be considered confidential and placed in the employee's individual staff record.

Annual Inquiry An annual inquiry of the most appropriate police information systems including Canadian Police Information Centre (CPIC), Niche Records Management System (Niche RMS), or Provincial Automated Registration Information System (PARIS) shall be conducted on all members. The specifics obtained shall not be referenced on the member's staff personal file/document, including Form PCS066P—Probationary Constable Performance Evaluation.

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PROBATIONARY CONSTABLE

EVALUATION REPORT

GUIDELINES

(PCS 066P)

November 2008

Introduction

This booklet has been developed as a guideline for coach officers and supervisors for the performance management of constables who hold probationary status (4th Class constables on probation, amalgamated officers, and experienced officers). It is meant to enhance performance management information available to detachments and is to be used in conjunction with current OPP Police Orders that references probationary constables.

Probationary Period

Pursuant to Section 37(1) of the Public Service of Ontario Act, each constable is appointed to the probationary staff for up to one year.

Performance and Conduct Expectations

It is the intent of the OPP to give each new employee every opportunity to succeed. Sharing OPP expectations of a new employee is a fundamental ingredient of this process. To that end, a copy of the position description for the Policing Services Constable position is provided to each new member upon their appointment, along with the *Performance and Conduct Requirements of a Recruit Constable or the Performance and Conduct Requirements of a Probationary Employee* memorandum.

The new member signs an acknowledgment of this memorandum and receives a copy for their personal records. The original remains in their 291 file.

2008 Changes to Probationary Constable Status (this does not include Experienced Officer or Amalgamated Officers)

The Ontario Provincial Police Association (OPPA) has signed a Memorandum of Agreement with the OPP addressing probationary constable status for new "Recruit Constables". Effective for the August 2008 intake, "Recruit Constables" will be ranked as 5th Class Recruit Constables.

Upon successful completion of the training at both the Ontario Police College and the Provincial Police Academy, the "recruit constable" will progress to 4th class Constable and have probationary status.

With this process change comes a revision to the probationary period for each new Constable. The probationary period will now commence on the date of their graduation from training, providing for one full year of performance assessment.

Recruit Field Training

The Recruit Field Training program includes the Recruit Field Training Manual, Part 3, which details the training requirements and performance levels for a probationary constable. The manual provides assistance to develop effective and efficient policing skills through systematic and standardized hands-on training methods. The detachment commander/supervisor/coach officer and new constable share the responsibility for completing the manual exercises and questionnaires.

Assignment

Upon completion of eight weeks service at a detachment, a probationary constable may, subject to satisfactory performance, be permitted to work alone on patrol during daylight hours provided the member's coach officer or another member on duty is readily available in the same patrol area.

Note: Information relating to the probationary constable patrolling on their own during daylight hours is to be included on the PCS 066P for that performance assessment period.

Upon completion of sixteen weeks service at a detachment, a probationary constable may, subject to satisfactory performance, be permitted to work alone during hours of darkness provided the member's coach officer or another member on duty is readily available in the same patrol area.

Note: Information relating to the probationary constable patrolling on their own during hours of darkness is to be included on the PCS 066P for that performance assessment period.

Probationary Constable Evaluation Report (PCS066P)

The PCS066P and Work Improvement Plan can be accessed through the OPP Intranet. On the Connections home page, select the Careers tab. This will open a portion of the Career Development Bureau site, and display another navigation menu. Choose Staff Development from this menu, and then select the Performance Management option to find the PSC 066P, Guidelines, and Work Improvement Plan.

Key Roles and Responsibilities

The detachment commander is responsible for the performance management of probationary constables at their detachment. The accountable supervisor and the coach officer have further responsibilities associated with the daily coaching, development and supervision of probationary constables.

Position	Key Roles and Responsibilities
Coach Officer	o Develops a plan of training. o Completes all evaluations in a timely manner following the submission schedule. o Forwards completed PCS 066P to supervisor for review and signature. o Provides ongoing feedback to the probationary constable. o Identifies deficiencies in performance. o Works with supervisor and Career Development Bureau to create a Work Improvement Plan, if required, for performance deficiencies. o Recommends permanency, or release from employment
Accountable Supervisor	o Ensures timely submission of the PCS 066P. o Reviews and signs completed PCS 066P. o Forwards PCS 066P to detachment commander. o Conducts regular meetings with the recruit. o Develops Work Improvement Plan of action for identified performance deficiencies. o Recommends permanency, or release from employment.
Detachment Commander	o Chooses a coach officer for the probationary constable o Monitors quality of PCS 066P/Work Improvement Plans and timeliness of submissions. o Reviews and signs completed PCS 066P. o Forwards PCS 066P to Region. o Recommends permanency or release from employment
Regional Commander (or designate)	o Monitors quality of PCS 066P/Work Improvement Plans and timeliness of submissions. o Reviews and signs PCS 066P. o Forwards PCS 066P to Career Development Bureau. o Recommends permanency or release from employment to Commander, Career Development Bureau.
Career Development Bureau (CDB)	o Tracks and reviews completed PCS 066P submissions. o Provides assistance in performance management o Works with Region/Bureau during the release of probationary constables. o Processes permanent status letters o Forwards documentation to Shared Services. Bureau for inclusion in Staff Personal 291 file.

Completing the Evaluation

A number of specific examples are required in each probationary constable performance review.
All assessment sub-categories shall be given one of the following performance ratings:

Meets Requirements:	Performance consistently meets requirements
Does Not Meet Requirements:	Performance fails to meet requirements.
No Basis for Rating:	Not demonstrated or observed.

Meets Requirements – Probationary constable has demonstrated the expected performance consistently.

Fails to Meet Requirements - It is mandatory that a Work Improvement Plan (see page 9) is implemented by the accountable supervisor for any sub-category that is rated as Fails to Meet Requirements.

No Basis or Rating - There are months when examples of work for some sub-categories will not be observed because there was no opportunity and it will be appropriate to apply No Basis for Rating. If a Probationary constable receives this rating in two consecutive PCS066P reports for the same sub-category, the accountable supervisor shall implement a Work Improvement Plan that includes an opportunity for the member to demonstrate the required performance in that sub-category.

PCS 066P Submission Schedules

The coach officer completes all performance reviews using information gathered during the evaluation month(s).
The PCS 066P has a drop down box for "Report Month" and this indicates the number of months that the probationary constable has been on probation.

- 4th Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy (PPA).
- Experienced Officers and Amalgamated Officers begin their probationary period on their start date with the OPP.

The PCS 066P submission schedules are provided below, and it is required that the Report Month box be completed on each PCS 066P that is submitted.

- **4th Class Constable, Probationary Status Submission Schedule**

The evaluation submission dates correspond with the date that the probationary constable graduated from the PPA.

The sequence for submitting the PCS 066P is as follows***:

Month 1

Month 2 Submit PCS66P (combine Month 1 & 2)

Month 3 Submit PCS66P

Month 4 Submit PCS66P

Month 5 Submit PCS66P

Month 6

Month 7 Submit PCS66P (combine Month 6 & 7)

Month 8

Month 9

Month 10 Submit PCS66P (combine Months 8, 9& 10)

Month 11

Month 12

*** If the probationary constable receives a DOES NOT MEET REQUIREMENTS during any month of the probation period, a Work Improvement Plan shall be initiated and PCS66P shall be completed monthly until the deficiencies have been addressed. (i.e. Meets Requirements)

- **Amalgamated and Experienced Officers Submission Schedule**

The sequence for submitting the PCS 066P is as follows***:

Month 1

Month 2 Submit PCS66P (combine Month 1 & 2)

Month 3

Month 4

Month 5

Month 6 Submit PCS 066P (combine Months 3,4,5,6)

Month 7

Month 8

Month 9

Month 10 Submit PCS66P (combine Months 7,8, 9, 10)

Month 11

Month 12

*** If the probationary constable receives a DOES NOT MEET REQUIREMENTS during any month of the probation period, a Work Improvement Plan shall be initiated and PCS66P shall be completed monthly until the deficiencies have been addressed. (i.e. Meets Requirements)

For All Probationary Constables:

At the end of month 10, when recommending the probationary constable for permanent hire, all 28 sub-categories shall have a specific example and require a rating of Meets Requirements.

It is mandatory that all sub-categories in the evaluation recommending permanent status have a specific example of work performance. It is critical that there be sufficient documentation supporting the recommendation for permanency. Probationary constables must achieve "Meets Requirements" in all sub-categories of the final evaluation to be recommended for permanent status.

Specific examples may be taken from earlier evaluations and copied and pasted into the month ten evaluation.

Timeline for submitting evaluations

Evaluations shall be received by region no later than 15 working days after the end of the reporting period for the month (i.e. if evaluation end date is Jan 30, evaluation to region by Feb 18). It is imperative that evaluations be completed in a timely manner, as the organization is dependant on the information in the reports to either begin specific development or take remedial action or begin the process to release.

At the conclusion of the probationary period, the accountable supervisor shall begin a Performance Development Plan and Learning Development Plan (PCS 066).

Performance Development

The coach officer is responsible for developing a plan of training based on the Recruit Field Training Manual, the probationary constable's learning needs, and detachment priorities.

When a work performance deficiency is identified, the coach officer must:

- Identify the deficiency using specific examples to support their observations.
- Discuss the issue with the probationary constable and advise the probationary constable of the deficiency prior to making an entry onto the monthly evaluation,
- Document the work performance deficiency at the time of the incident or shortly thereafter,
- Advise the probationary constable of the expected/required level of performance.

As with regular performance evaluations, there should be no surprises for the probationary constable on the monthly evaluation.

Work Improvement Plan (WIP)

This plan is initiated by the coach officer and accountable supervisor when a probationary constable receives a Does Not Meet Requirements in any of the sub-categories; or, has received No Basis For Rating in two consecutive reviews for the same sub-category.

The Plan has three sections: Description of Deficiencies; Actions/Steps Taken; and, Results Achieved.

At the conclusion of each month in which the probationary constable failed to meet the requirements in one or more sub-categories, the specific example of the deficiency is noted in the "Description of Deficiency" area of the WIP. In the Action Taken area, clearly articulate what steps will be taken to assist the probationary constable improve their performance.

The probationary constable, coach officer, supervisor, and detachment commander shall sign the document and ensure that the probationary constable has been given the opportunity to provide comment/comments.

During the following month, the Results Achieved shall be documented on this plan with specific examples on how the probationary constable has met the requirements. The completed improvement plan is submitted with the next month's performance review.

If the probationary constable has not met the requirements when the next performance review is due, a second Work Improvement Plan is initiated with the specific examples of deficiencies described. The second plan will also describe the new steps/action to address these deficiencies.

Regional Command Staff and CDB shall be notified as soon as a WIP has been initiated.

The CDB will work closely with Detachment and Regional staff in any situation where it is anticipated that a probationary constable may be released from employment.

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2.2: COMMUNICATIONS/DISPATCH

2.2.10: RADIO TRANSMISSION

Message A message transmitted over the OPP radio system shall be in clear, professional and precise language. The radio communication shall be in English, the language of administration of the Ontario government, in order to ensure that communication may be understood by every employee. Information shall be communicated in a direct manner without speculation or comment, except as may be necessary for the circumstance.

When transmitting, an employee shall:

- pronounce each word distinctly;
- speak in a regular monotone;
- avoid any word that may cause ambiguity;
- be impersonal; and
- upon request, repeat any difficult portion of a message.

A plain language transmission made where a radio code is applicable shall be considered an unauthorized transmission.

2.2: COMMUNICATIONS/DISPATCH

2.2.10: RADIO TRANSMISSION

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2.51: SUPERVISION—MEMBER

2.51.1: PERFORMANCE MANAGEMENT PROGRAM

Probationary Constable Performance Evaluation

A coach officer shall complete all monthly performance reviews for a probationary constable assigned to them using information gathered during the evaluation month.

Evaluation Form

Form PCS066P—Probationary Constable Performance Evaluation is available on the OPP CDB intranet website.

Multiple Supervisors

Where a member was supervised by more than one supervisor/coach officer during the evaluation period, the current supervisor, commenting on Form PCS066P—Probationary Constable Performance Evaluation, shall confer with such other supervisors/coaching members to ensure maximum evaluation input.

Evaluation Report Months

Form PCS066P—Probationary Constable Performance Evaluation has a drop down box for ***report month***. This indicates the number of months since the recruit's date of appointment. The first evaluation report (following Ontario Police College (OPC) Basic Constable Training) will therefore be the ***fifth*** month, second evaluation the ***sixth*** month, etc. The dates for the evaluations should correspond with the OPP date of appointment for the recruit, e.g., if the date of appointment is August 30th, then the ***fifth*** month evaluation will be due January 30th, the ***sixth*** month will be due February 28th, etc.

Disclosure of Evaluation

The immediate supervisor shall meet with the probationary constable to review each evaluation prior to submission to the detachment commander. At the discretion of the supervisor, the coach officer shall also be present at the meeting.

Recommending Permanent Status

All sub-categories in Form PCS066P—Probationary Constable Performance Evaluation, when recommending permanent status (usually the tenth month), shall have a specific example of work performance. It is important that there be sufficient documentation supporting the recommendation for permanency.

Examples for the Form PCS066P may be taken from any of the previous monthly evaluations.

Minimum Achievement

Probationary constables shall achieve ***Meets Requirements*** in all sub-categories of the Form PCS066P—Probationary Constable Performance Evaluation, in order to be recommended for permanent status.

Review of Evaluation by Regional Commander

The completed Form PCS066P—Probationary Constable Performance Evaluation shall be forwarded to the regional commander, where it shall be reviewed and appropriate comments added.

Member's Comments

Where the contents of the evaluation causes concern, the member who is the subject of the review may outline such concern by commenting on Form PCS066P—Probationary Constable Performance Evaluation.

Filing

A completed Form PCS066P—Probationary Constable Performance Evaluation shall be considered confidential and placed in the employee's individual staff record.

Annual Inquiry An annual inquiry of the most appropriate police information systems including Canadian Police Information Centre (CPIC), Niche Records Management System (Niche RMS), or Provincial Automated Registration Information System (PARIS) shall be conducted on all members. The specifics obtained shall not be referenced on the member's staff personal file/document, including Form PCS066P—Probationary Constable Performance Evaluation.

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6.16: OPP VEHICLES

6.16.4: USE OF OPP VEHICLE

Safe Operation

An employee shall operate an OPP vehicle in a manner that demonstrates legal, safe and appropriate driving practices to the general public.

Accountability

Notwithstanding exceptions contained in the Highway Traffic Act (HTA) and operational requirements, employees are always accountable for their driving behaviour and may be called upon to justify deviation from the law.

Use of Emergency Equipment

A member is legally permitted to exceed the speed limit in response to an emergent occurrence. This of course is not without risk and therefore OPP vehicles are equipped with emergency lights and other related equipment to reduce the danger to the member and the public.

Emergency equipment shall be activated when required by law and when otherwise responding to an emergent occurrence, particularly if the driving practice is a marked departure from what the public would expect to see from a police vehicle on patrol.